Ministry of Justice

Annual Report for 2013-14

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Government of Saskatchewan

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Letters of Transmittal

The Honourable
Gordon S. Wyant, Q.C.
Minister of Justice and
Attorney General

The Honourable
Christine Tell
Minister Responsible for
Corrections and Policing

Her Honour, the Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The Ministry of Justice is committed to ensuring Saskatchewan is a safe and secure place to live, work and raise a family. The Ministry is dedicated to being accountable to the people of Saskatchewan, honouring its commitments and responsibly managing its assets and expenditures.

The Ministry made significant progress in a number of areas in 2013-14 and improved Saskatchewan's justice system. This included enhancements to legal protections for vulnerable adults, the creation of a more efficient process for the seizure of criminal property, and the implementation of new e-ticketing technology for traffic offenses. Legislation was also passed that ensured the Information Services Corporation's smooth transition into the private sector, and that the quality of service and the security of Saskatchewan's public registries is upheld.

Government partnerships with municipal police services, RCMP and community-based organizations also resulted in exciting new developments in Corrections and Policing this year, including improved supervision and rehabilitation services for violent offenders with a history of mental illness. Significant investments were made in Saskatchewan's correctional system with the announcement of the White Birch Remand Centre for women.

As part of the Saskatchewan Child and Family Agenda, an expansion of the Building Partnerships to Reduce Crime initiative with the addition of five Hubs will help improve community safety and wellness throughout the province. The Ministry also took steps to ensure access to justice for low income citizens through a three-year funding agreement with Community Legal Assistance Services for Saskatoon Inner City Inc.

This Annual Report represents our progress to the Legislature and to the people of Saskatchewan and is an important accountability measure that assists the Ministry's plans for the future.

We respectfully submit the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2014.

Gordon S. Wyant, Q.C.
Minister of Justice and
Attorney General

Christine Tell
Minister Responsible for
Corrections and Policing

Kevin Fenwick, Q.C.
Deputy Minister of Justice
and Deputy Attorney
General

The Honourable Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

Dear Sir:

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice's Annual Report for 2013-14.

I take very seriously the accountability my office holds for the financial administration and management control of the Ministry of Justice. Therefore, in recognition of its responsibility to the Legislature and to the Saskatchewan people, my office has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in this report.

Any significant caveats or limitations in the supporting information that might reasonably influence the judgment of readers will be reported in the applicable section of the report. Where information could be subject to interpretation in the reporting, such interpretation reflects the best judgment of the reporting unit's leader.

I have the honour of submitting the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2014.

Kevin Fenwick, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Dale R. McFee
Deputy Minister of
Corrections and Policing

The Honourable Christine Tell
Minister Responsible for Corrections and Policing

Dear Madam:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained for the Corrections and Policing (Ministry of Justice) Annual Report for 2013-14.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

Corrections and Policing has made significant gains toward achieving its aggressive targets under the Premier's Growth Plan and the Saskatchewan Child and Family Agenda – to improve community safety and reduce crime and victimization in Saskatchewan. Working in partnership with human service sectors, municipal police and the RCMP we have been able to expand upon our evidence-based models of community safety. By the end of the fiscal year, Saskatchewan saw the launch of its tenth Hub – an early intervention model of service delivery for at-risk individuals and families. This synergy and collective focus is opening the door to greater alignment across the criminal justice spectrum and within the Child and Family ministries. Our partners continue to show a willingness to focus on common goals and outcomes aimed at balancing community safety and wellness.

Along with dedicated ministry officials and front-line staff I am encouraged that this Ministry continues to challenge its systems and the status quo. Using the frame of continuous improvement and evidence-based practices, Corrections and Policing is using data to inform not only its resources but is using the analytics to inform targeted approaches to offender management, policing and community safety.

It is an honour and a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for Corrections and Policing (Ministry of Justice) for the fiscal year ending March 31, 2014.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

This Annual Report for the Ministry of Justice presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2014. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

The 2013-14 Annual Report will be presented in relation to the vision and goals that guided the development of the 2013-14 Plan.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2013-14 Plan.

The report also demonstrates progress made on the Government's commitments as stated in the Government Direction for 2013-14: Balanced Growth, throne speeches and other commitments and activities of the Ministry.

The Annual Report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2013-14 align with Government's vision and four goals:

Our Government's Vision

A strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people.
- Improving our quality of life.
- Making life affordable.
- Delivering responsive and responsible government.

Together, all ministries and agencies support the achievement of Government's four goals and work towards a secure and prosperous Saskatchewan.

The Ministry of Justice continues to support the Government's goals by working to reduce crime and improve public confidence in the justice system, providing legal and personal assistance to society's most vulnerable, enhancing the infrastructure and improving the efficiency of the criminal justice system, increasing protections for investors and consumers, strengthening relationships, and working with other ministries and organizations toward a secure and prosperous Saskatchewan.

Ministry Overview

The Ministry of Justice provides a fair justice system that upholds the law, protects the rights of all individuals in Saskatchewan, promotes safe and secure communities, and provides legal and justice policy advice to the Government. It achieves this by:

- providing access to justice;
- promoting respect for and understanding of the law;
- providing programs and services based on effective practice and sound infrastructure;
- working in partnership with communities, the RCMP, Saskatchewan police services and other ministries to advance the safety and security of Saskatchewan citizens; and
- maintaining the legal foundation to foster social cohesion and economic prosperity.

The 2013-14 restated full-time equivalent (FTE) budget was 2,788.1 FTEs, with actual FTE utilization of 3,068.3 (280.2 FTEs over budget). For more information, refer to the Financial Overview.

Various divisions and branches provide different services and functions within the Ministry of Justice.

Civil Law Division

The Civil Law Division provides legal services to the ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals and provides legal advice and other legal services to the Government.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, supports the Public Complaints Commission, provides for coroner investigations, and offers programs to assist victims of crime.

Community Safety Outcomes and Corporate Supports Division

The Community Safety Outcomes and Corporate Supports Division addresses longstanding challenges and root causes of crime. By dedicating time and resources to the evidence that will lead to community safety solutions and allowing the operational divisions to focus on core business, this Division operates with the goal of making systemic changes within government and society that will lead to lasting positive outcomes in terms of public safety, government finances and client satisfaction.

Court Services Division

Court Services is responsible for the delivery of all court administration services in Saskatchewan. It provides support to the Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

The Division also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel. It is responsible for responding to applications for court-appointed counsel, which includes arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused.

This Division is also responsible for the administration of the Commissioner for Oaths and Notary Public.

Custody, Supervision and Rehabilitative Services Division (CSRS)

CSRS administers *The Youth Criminal Justice Act*, which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate into their communities.

CSRS comprises:

- Community Corrections (adult and youth);
- Custody Operations (adult and youth);
- Legislation, Policy and Planning;
- Offender Services, including clinical, medical, employment and First Nations/Métis programming;
- Operational Support, which includes crisis management and emergency response; and
- Organizational Improvement, which includes staff training.

Innovation Division

The Innovation Division is a new area to the Ministry. Established in February 2014, this area works across the Ministry and with a wide variety of boards and commissions, the courts and justice stakeholders to initiate and co-ordinate various initiatives. As of March 31, 2014, the structure and areas of responsibility are still evolving.

Policing and Community Safety Division

The Policing and Community Safety Division is mandated to keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals. This Division is responsible for oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing and the Vehicle Impoundment Against Sexual Exploitation (VISE) program; providing funding for provincial policing services under contract with the RCMP; regulating the private security industry; coordinating the Public Disclosure Committee; enforcing *The Safer Communities and Neighborhoods Act*, *The Seizure of Criminal Property Act, 2009*, *The Criminal Enterprise Suppression Act* and *The Witness Protection Act*; and liaising with the National Crime Prevention Centre. As of 2013-14, this Division also includes the Intelligence and Investigations units.

Public Law Division

The Public Law Division provides legal services to the Government. These services include advice with respect to Aboriginal law, trade law, constitutional law and the legal, policy, and technical aspects of legislation. This Division publishes and distributes legislation, Regulations, and other government publications through the Queen's Printer. As of 2013-14, the Office of Public Registry Administration is part of the Public Law Division.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to government and law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The Division also plays a large role in training law enforcement officials.

Regulatory Services Division

The Regulatory Services Division is responsible for providing advice on regulatory matters and matters pertaining to boards and commissions. It comprises the following branches and offices:

- The Office of Residential Tenancies
- The Public Guardian and Trustee
- The Family Justice Services Branch
- The Fine Collection Branch
- The Dispute Resolution Office
- The Access and Privacy Branch

Regulatory Services also provides support services to a number of independent boards and commissions assigned to the Minister of Justice and Attorney General, including the Financial and Consumer Affairs Authority, the Saskatchewan Legal Aid Commission, the Automobile Injury Appeal Commission, the Saskatchewan Review Board and the Saskatchewan Human Rights Commission. The Division also represents the Ministry of Justice on the Credit Union Deposit Guarantee Corporation and other boards and commissions.

Support Branches

A number of branches within the Ministry of Justice provide support functions to various areas of the Ministry. These seven areas include: the Communications Branch, Corporate Affairs, the Corporate Services Branch, the Freedom of Information and Privacy Branch, Research and Evidence-based Excellence, Strategic Initiatives and Program Support, and Strategic Systems and Innovation.

Key Partners

To achieve its major commitments, the Ministry needs the participation of key partners.

These include:

- community-based organizations;
- regional health authorities;
- police services;
- the RCMP;
- the judiciary;
- the private bar;
- the defence bar (e.g., Legal Aid);
- probation services;
- youth restitution, education, employment and reintegration programs;
- business and consumer organizations;
- First Nations and tribal councils; and
- Métis organizations.

Collaboration with the federal government is also essential, particularly with respect to criminal justice and sentencing reform, matters concerning First Nations peoples, and cost-sharing and contribution agreements.

The Ministry's relationship with other justice partners, human service ministries and other boards and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the justice needs of individuals.

Progress in 2013 - 14

Government Goal: Improving Our Quality of Life

Strategy: Reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement

- Continued to support the Community Mobilization Prince Albert (CMPA), a local approach to building safe communities through the prevention, intervention and suppression of crime and victimization. It comprises the Hub, a multi-disciplinary group of front-line workers providing immediate intervention and short-term solutions to crime prevention; and the Centre of Responsibility (COR), a group of human service professionals who collaborate on longer-term solutions to identify and reduce crime and victimization. The Ministry supports CMPA through research and evaluation, and the work of the Building Partnerships to Reduce Crime (BPRC) consultant.
- Five Hubs were established in the following communities in 2013-14: Lloydminster, Nipawin, Saskatoon, Swift Current, and Weyburn/Estevan. This brought the total number of Hubs in the province to 10. Selection criteria for the location of a second COR have been developed but the COR is not yet operational. Refinement of the reporting and oversight function has been accomplished.
- The Ministry continued to support the BPRC initiative internally and through the involvement of other ministries and partners. The BPRC worked with communities and others such as the Provincial Elders Advisory Committee and the round table on fetal alcohol spectrum disorder (FASD) to assist government in meeting its goal of safer communities. Integrated targeted initiatives continued to maintain their focus on particular crime and offenders in specific communities. Discussions continued with Saskatchewan chiefs of police about developing and implementing a risk management tool for integrated crime reduction initiatives.
- The BPRC website was launched in July 2013 to help leaders throughout the province to access tools and best practices to build community safety and wellness.
- The Ministry continues to develop a Community Safety Officer program for the province. A training program and standard are under development and expected to be in place by 2015.
- The Serious Violent Offender Response (SVOR) Program is a comprehensive, targeted approach by Public Prosecutions, Adult Corrections and police services to reduce the threat posed by high-risk violent offenders. This approach includes handling dangerous offenders and long-term offender proceedings. In 2013-14, the Ministry established and staffed SVOR projects in Saskatoon and North Battleford. The Ministry also provided the Saskatchewan Mental Health Association with funding for a daily support living program for violent offenders with serious mental health issues.
- A provincial committee with representation from all partners has been established to measure the outcomes of the High-Risk Violent Offender Crime Reduction Initiative.
- The Ministry continued to work with the federal government to strengthen criminal law and processes that deal with serious offenders. This included preparing for the implementation of several criminal law reform bills dealing with issues related to: offenders found not criminally responsible, victim surcharges, wiretap reform, and terrorism and corruption. The Ministry also provided analysis, information and support to a federal/provincial/territorial report on cyberbullying reform and continued to work on issues such as impaired driving and the *Canadian Victims Bill of Rights*.
- The Ministry continued to work with police agencies and the federal government to develop a violent crime reduction strategy. The Federal/Provincial/Territorial Family Violence Committee produced a comprehensive report about issues resulting from violence in the family, including best practices and emphasis on the need for collaboration among child protection services and family and criminal justice systems.
- Initiatives to combat organized crime and gangs in the province continue to be supported by the Ministry. In order to ensure proper communication between police and corrections officials, the Intelligence and Investigations units moved into the Policing and Community Safety Services Division.
- The Ministry continued to work with northern communities to finalize commitments with First Nations to enhance community safety.
- The Ministry continued to work with Saskatchewan Liquor and Gaming Authority, the Ministry of Health and northern leaders to develop a response to reduce violent crime by improving public awareness about responsible consumption of alcohol. Three workshops held in 2013-14 had 45 to 50 youth at each workshop. In September 2013, a regional youth forum with the Keewatin Yatthe Regional Health Authority explored

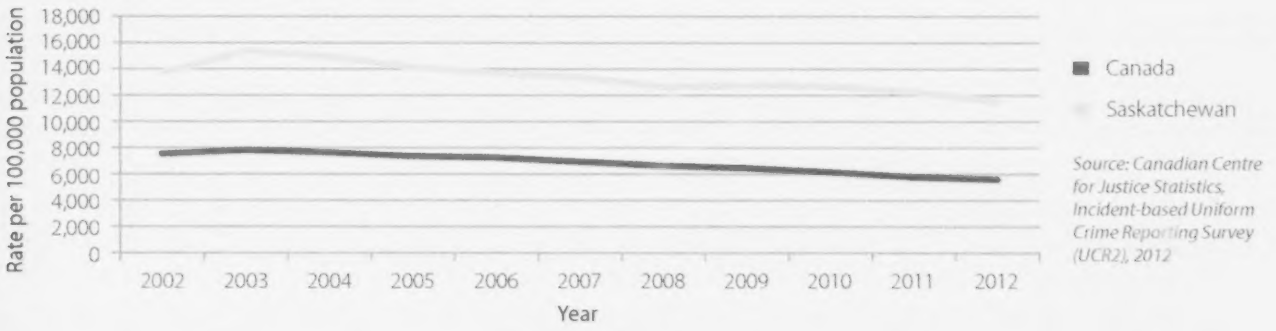
issues related to alcohol misuse and violence. The workshops provided an excellent opportunity for participants to network, strengthen support systems and develop leadership skills.

- Administration of the Civil Forfeiture Program continued in the Ministry. This program receives revenue from property seized by the Crown in order to take the profits out of crime and hold offenders accountable. Disbursements of $100,000 each were provided to the Regina Police Service and the Victims' Fund.
- The Ministry and Saskatchewan Government Insurance (SGI) worked together to improve traffic safety and reduce traffic accidents. Plans were developed to introduce two new Dedicated Traffic Safety Enforcement units in the central and southeast regions early in the next fiscal year. Each of which will consist of 30 officers and target areas with the highest number of collisions and traffic fatalities. SGI will provide funding for 30 new officers, while the other 30 will be allocated from provincially funded positions.
- Work continued with the RCMP, SGI and the Ministry of Highways and Infrastructure to develop a comprehensive traffic safety approach to reduce traffic accidents and impaired driving. This included the implementation of new legislation, speed reduction initiatives in high collision areas, education campaigns and a new enforcement initiative that ensured shared responsibility for traffic safety in the province.
- Adult and youth offenders may be held accountable for actions that bring them to the attention of the criminal justice system through referrals to 45 alternative measures programs offered by community-based organizations. In 2013-14, there were 2,757 referrals to adult programs and 1,467 referrals to youth programs, with 96 per cent of youth and 97 per cent of adults completing the agreements reached through their programs. Progress continued on training for community agencies, Crown prosecutors and police on the new ministerial orders related to alternative measures programs.
- The Ministry continued to work with the RCMP to develop a plan to remove responsibility for docket courts from the police service to Public Prosecutions. This included identifying the communities to start the project in 2014-15 and assessing budget needs to further implement the plan in the next fiscal year.

Performance Measure Results

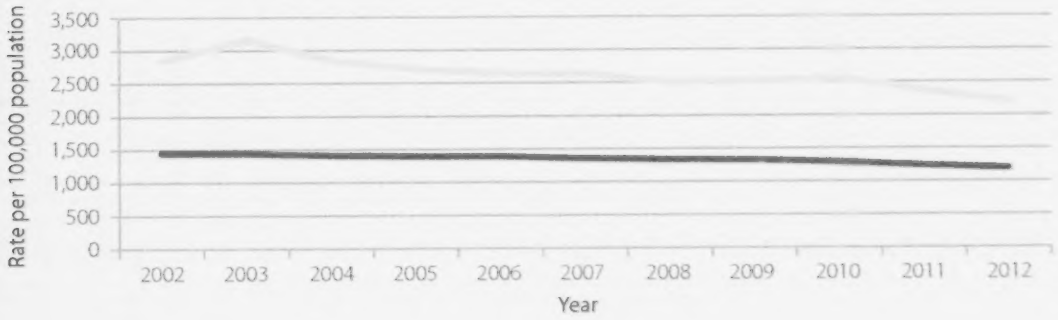
Crime Rates

Overall crime rate
***Criminal Code* crime (excluding traffic offenses)**
Canada and Saskatchewan, 2002-2012



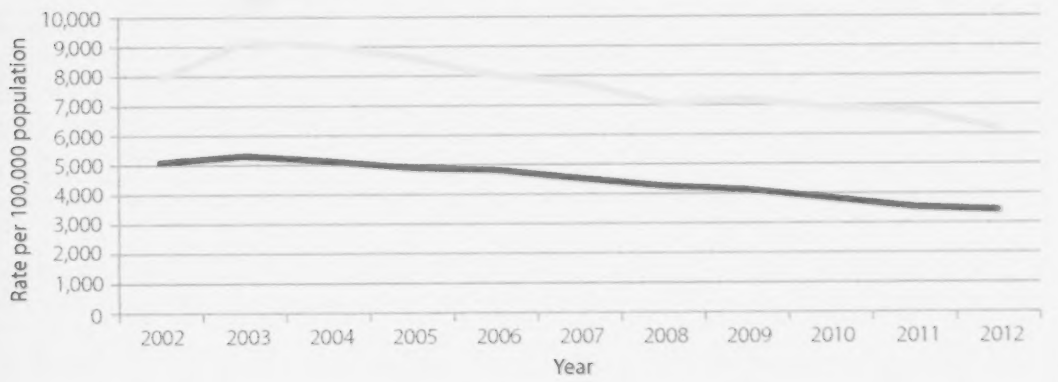
Source: Canadian Centre for Justice Statistics, Incident-based Uniform Crime Reporting Survey (UCR2), 2012

Violent crime rate
Canada and Saskatchewan, 2002-2012



Source: Canadian Centre for Justice Statistics, Incident-based Uniform Crime Reporting Survey (UCR2), 2012

Property crime rate
Canada and Saskatchewan, 2002-2012



Source: Canadian Centre for Justice Statistics, Incident-based Uniform Crime Reporting Survey (UCR2), 2012

The violent crime, property crime and overall crime graphs represent the most recent data available. Data from 2013 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2014.

These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities. Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader.

Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

In 2012, Saskatchewan's crime rate and crime severity index declined seven and four per cent, respectively. This was the eighth time in nine years that these numbers have fallen in the province. However, the Saskatchewan crime rate was more than double the national rate and the crime severity index was 1.9 times higher than the national. Among the provinces, Saskatchewan had the highest rates for overall crime, violent crime and property crime, as well as the highest overall crime severity index and the second highest violent crime severity index.

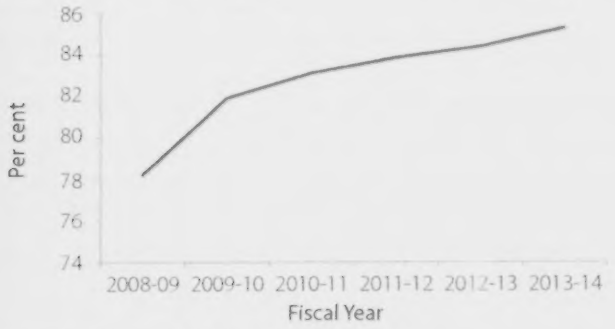
Saskatchewan has had the highest police-reported provincial violent crime rate in Canada since 1997. It also has the highest provincial family violence rate, highest provincial intimate partner violence rate, the highest

provincial child and youth violent victimization rates, the highest provincial rate of family-related violence against seniors, and the second-highest violent crime severity index value and homicide rate. Self-reported victimization data shows a similar pattern, with Saskatchewan and Manitoba having the highest provincial self-reported rates of violent victimization.

The crime numbers in Saskatchewan continue to be cause for concern despite the decrease in overall reported crime and crime severity in recent years. In addition, police-reported statistics mask the full extent of violent victimization in Saskatchewan. Not all violent incidents are reported to police. According to the 2009 General Social Survey, only 38 per cent of incidents of violent victimization in Saskatchewan among those aged 15 and older were reported to police. As well, reporting varies by type and severity of offence. For example, nationally 66 per cent of assaults, 57 per cent of robberies and 88 per cent of sexual assaults in 2009 were not reported to police.

Offender Accountability

Per cent of dollar amount of fines ordered paid within five years of disposition



Source: Court Services, Ministry of Justice, 2014

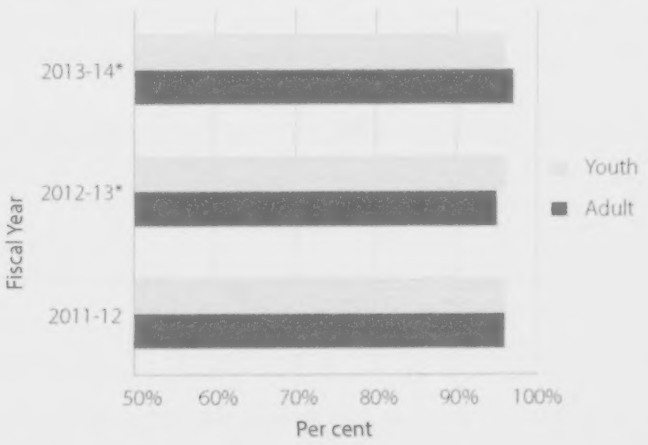
Fine Collection

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. Because of the time it takes offenders to pay fines varies, this measure is reported over a five-year range as a per cent paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2005-06 would be reported over the following five fiscal years).

As shown on the first graph above, this value has been fairly constant, ranging from just under 78 per cent to over 85 per cent over the last five reporting periods. The increases from 78.19 per cent in 2008-09 to 85.26 per cent in 2013-14 can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency that allows the garnishment of GST rebates and income tax refunds when fines are not paid.

Although the Ministry attempts to have as much influence as possible over fine collection, it has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

Offenders successfully completing agreements in alternative measure and extra judicial sanction programs



** Preliminary data*

*** A new database tracking program referrals was implemented on April 1, 2011. This graph shows the data available on that database.*

Source: Strategic Initiatives and Program Support, Ministry of Justice, 2014

Alternative Measures

The second measure provides data on offenders' successful completion of agreements in adult and youth alternative measures and extrajudicial sanction programs that are the responsibility of the Ministry. These programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence who take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation or conferences through a community-based program.

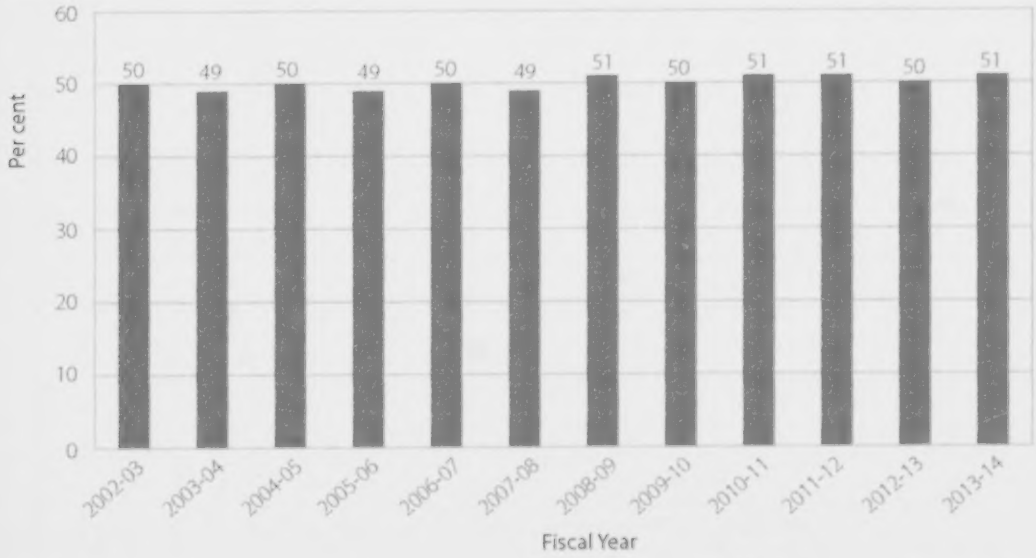
Of those offenders with reported final outcomes, 96 per cent of youth and 97 per cent of adults were successful in completing their agreements in 2013-14. This continues to demonstrate the consistently high level of success in these programs, ranging over the years from 86 per cent to 97 per cent of participants completing agreements.

The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- education/employment opportunities; and
- changing police practices.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measure programs are less likely to reoffend than offenders who did not participate in this type of program.

Percentage of sentenced offenders not readmitted to a correctional program within 24 months of completing custody



Source: Adult Corrections Information Management System

Reoffending following a custodial sentence

This measure is one indicator of the success of the Ministry's approach to enhancing public safety and reducing reoffending behaviour by providing offenders with effective rehabilitative interventions and appropriate security and supervision. Research shows that when correctional programs target risk factors that directly influence offending behaviour and when those programs are delivered in a manner that matches the learning style of offenders, reoffending behaviour can be reduced. The percentage of offenders who have completed custody and were not readmitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that the province's adult correctional centres provide services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing reoffending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to reoffending behavior, including antisocial thoughts and attitudes, low levels of education, lack of stable employment, family issues and addictions.

In 2013-14, the percentage of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 51 per cent, remaining relatively stable over the past 10 years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities continue to rise, and a large proportion of offenders are medium-to-high risk.

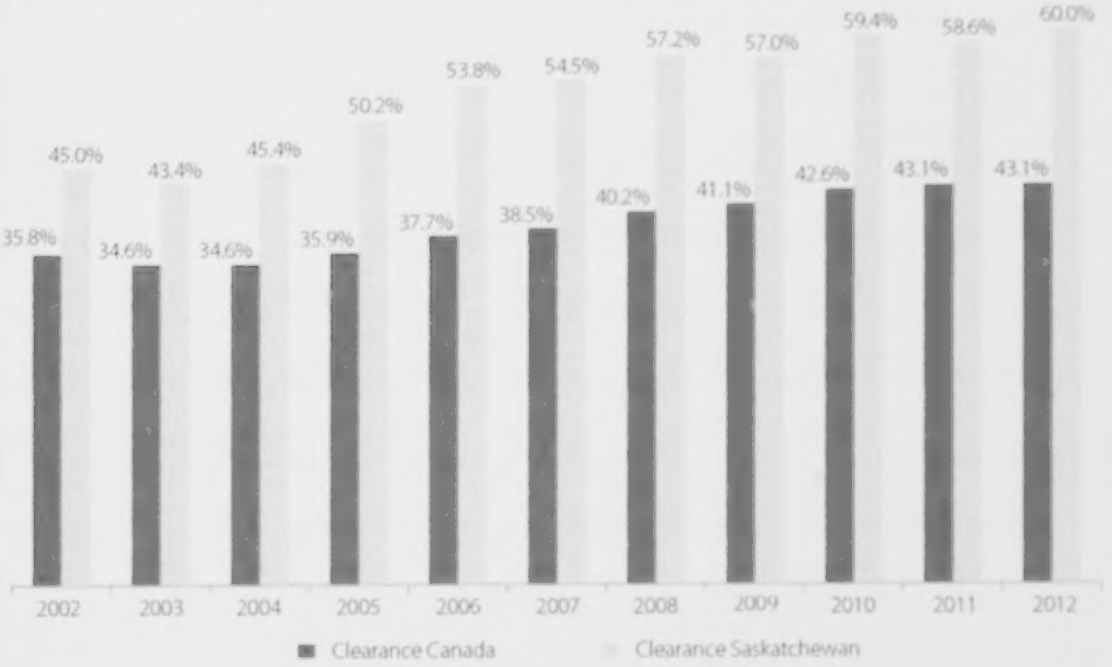
These factors all contribute to an environment that presents significant challenges to positively affect this measure. However, it should be noted that research indicates

approximately 80 to 90 per cent of high-risk offenders reoffend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

The three measures detailed in the three graphs above are of interest to the Ministry and the Government as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system, a critical component of community safety. The Ministry holds offenders accountable in three ways:

1. financial commitments or fines;
2. community justice programs offering alternative measures; and
3. custodial sentences and community supervision orders.

Percentage of police-reported incidents cleared by charge or cleared otherwise



Source: Canadian Centre for Justice Statistics, Statistics Canada, Uniform Crime Reporting Survey, various years.

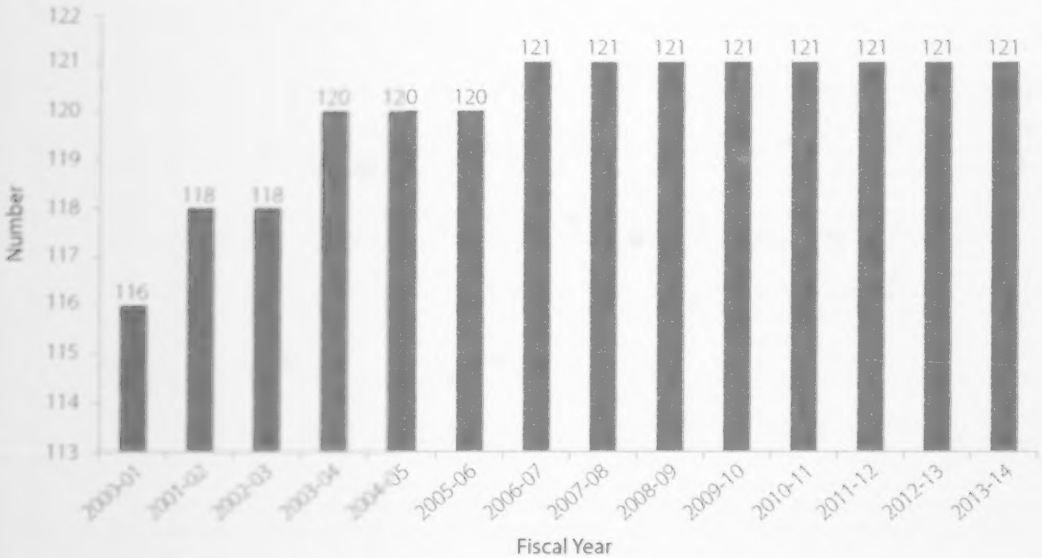
The graph above represents the most recent data available. Data from 2013 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2014.

This measure is of interest to the Ministry and the Government as it is one indicator of the success police services have in reducing crime and improving public safety through effective enforcement. This measure supports the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and suppression.

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Though this measure is one indicator of the Ministry's progress in reducing crime through prevention, intervention and suppression, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of Saskatchewan's police services.

Number of community-based organizations engaged in crime prevention activities with the Ministry



Source: Community Justice Division, Ministry of Justice, 2014

** This measure reflects only programs funded by the Attorney General portfolio within the Ministry of Justice*

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations (CBOs) offering justice-related programs in Saskatchewan communities. Partnerships with CBOs are a critical pillar of community justice activity and provide a measure of community engagement in crime prevention.

The Ministry of Justice participated in the review of cross-ministry approaches and practices used in working with CBOs. The review further validated the relationship and management process used by the Ministry, identifying it as an effective practice and benchmark for ministries working with the community sector.

Since 2003-04, the number of communities engaged in crime prevention activities with the Ministry has remained fairly constant. These programs include: community justice programs, victim services programs, crime prevention programs and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as it often initiates and supports community participation throughout the province across its initiatives.

Strategy: Improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan

- Following stakeholder consultations based on the Final Report of the Standing Committee on Intergovernmental Affairs and Justice, *The Lobbyists Act* was passed in the spring session of the Legislature to implement lobbying rules and a lobbying registry in Saskatchewan. Regulations will be developed for implementation in 2015-16.
- After a comprehensive review, *The Election Amendment Act, 2014* passed in the Legislature. Further work is underway to implement additional recommendations made by the Chief Electoral Officer. Regulations will follow.
- The Government's action plan outlined in The Road Ahead report on Saskatchewan's corrections system was successfully implemented. However, a number of tasks remain that will require ongoing monitoring and further development (e.g., policy compliance and accountability). These tasks represent the Ministry's long-term commitment to continuous improvement, which is an integral part of the business plan for Corrections and Policing.

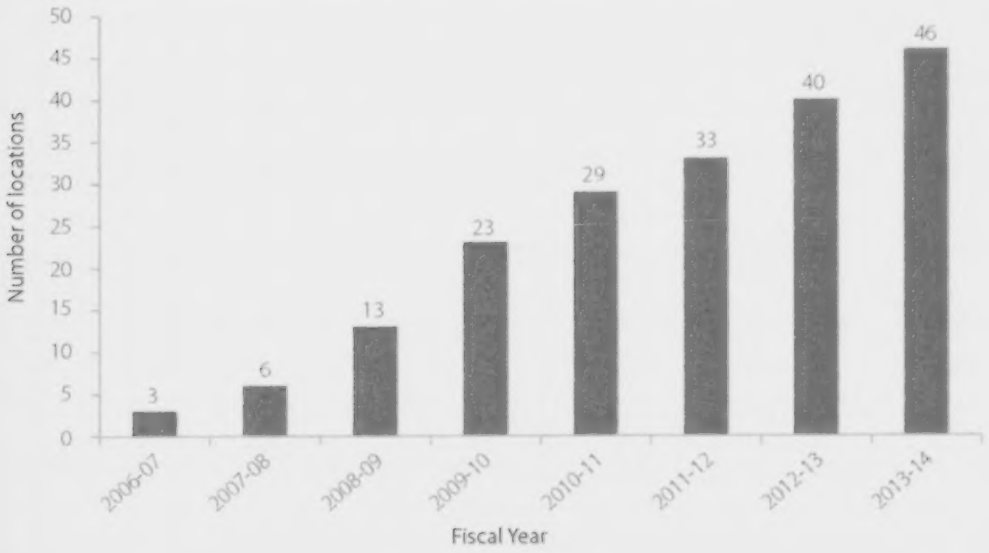
- *The Correctional Services Act, 2012* and its Regulations came into force on June 28, 2013 as a direct result of the Government's report, The Road Ahead. Initial policy revision and field training occurred but the amalgamation of the adult and youth corrections divisions will require additional policy review and training.
- In order to enhance public safety and improve court security and access to justice, the following infrastructure changes were undertaken:
    - expansion of the Saskatoon Queen's Bench Court House, to be completed in April 2014;
    - renovations to the Saskatoon Provincial Court House, to be completed in June 2015;
    - expansion of the Pine Grove Correctional Centre was completed in September 2013 and became fully operational in October 2013;
    - construction continued on the Prince Albert Correctional Centre with a targeted completion date of March 2015; and
    - retrofit of a unit at the Paul Dojack Youth Centre for adult female offenders, called the White Birch Female Holding Facility, was completed in February 2014.
- In February 2013, the Ministry contracted with a Regina-based firm, SEPW Architecture Inc., to develop a Saskatchewan Corrections Facility Master Plan that is intended to guide correctional programming and capital planning for the next 15 to 20 years. The final report, due summer 2014, will include a range of options and scenarios for the Ministry to consider as part of the development of a long-term capital plan, including new facility builds and maximum reuse of existing facilities.
- As part of the Saskatchewan Child and Family Agenda, sites in Regina, Saskatoon and Prince Albert continued to provide Aboriginal Family Law Courtworker services to assist families in better understanding child protection situations. In 2013-14, over 460 families were assisted through this program. As well, a model to ensure legal representation of children in child protection situations was developed.
- To better protect children in vulnerable circumstances, the Ministry co-chaired an interministerial committee that updated the Child Abuse Protocol and developed an implementation plan. This protocol outlines policies and procedures for organizations and individuals to follow in cases of child abuse. This committee also developed a work plan to reduce sexual exploitation of children. As well, the Ministry continues to fund the Internet Child Exploitation (ICE) Unit in Regina, Saskatoon and Prince Albert. ICE is one of the major shared priority areas between the province and police.
- The Ministry continued to work with components of the health care system to deliver a more comprehensive and effective health care service to offenders. In order to improve the quality and timeliness of health information at admission, an eHealth Portal was implemented in four adult and three youth facilities to provide nurses with access to offenders' lab requisitions, pharmaceutical history, immunization records, and in limited cases, hospital records. The Ministry also worked with the Infectious Disease Centre in Regina to have Regina Correctional Centre nurses attend information sessions on HIV and hepatitis C. Discussion took place with AIDS Program South Saskatchewan and the Regina Qu'Appelle Health Region Infectious Disease Doctor about information sessions for offenders. In addition, a diabetes framework was begun as one of the objectives set by the Heads of Corrections Working Group on Health.
- Ministry representatives participated in consultations and working groups on the provincial Mental Health and Addictions Strategy to ensure those needs are met for individuals involved with the criminal justice system. In addition:
    - As part of the National Corrections Mental Health Strategy, the Ministry participated in a three-month pilot of mental health data collection to be expanded to all custody facilities and the community in October 2014.
    - The Saskatoon Correctional Centre health care clinic and community mental health nurses developed discharge plans for clients with mental health needs.
    - In partnership with Prairie North Health Region and the Ministry of Health, the Ministry explored options for a joint project as part of the rebuild of Saskatchewan Hospital North Battleford in order to provide mental health services to offenders with serious mental health issues.
    - The Ministry implemented forensic psychologist interns at the Regina Correctional Centre to provide mental health assessments of offenders.
    - The Ministry expanded mental health services at the Pine Grove Correctional Centre with committed psychiatrist visits on a regular, ongoing basis.
    - The Ministry implemented mental health training for adult probation workers and youth and custody workers in Youth Corrections.

- Regulations were passed in November 2013 to authorize electronic tickets. E-ticketing was implemented on a gradual basis and has since been implemented throughout the province with RCMP traffic cars that have the appropriate equipment installed. As of March 31, 2014, a total of 5,340 e-tickets were issued.
- The Ministry continued to expand the use of video-conferencing in correctional centres and the Provincial Court system. In 2013-14, three video court rooms were established at the Pine Grove Correctional Centre and capacity at the Saskatoon Correctional Centre was expanded to four video court rooms. Video-conferencing saves time, reduces travel expenses and reduces the risk of escape associated with offender transport.
- Improvements continued to be made to the administrative organization of the Justice of the Peace program. A centralized service hub established in 2010 had already increased Justice of the Peace availability for services like tele-warrants and requests for release in a number of northern communities. In 2013-14, the communities covered by this service increased by 25 communities to a total of 60.
- In order to facilitate the implementation of an independent process for the review of remuneration for Justices of the Peace, the Justice of the Peace Commission was established in 2013. The Commission's report and salary recommendations for Justices of the Peace came into force in February 2014. The Ministry is considering other recommendations related to pension benefits.

Performance Measure Results

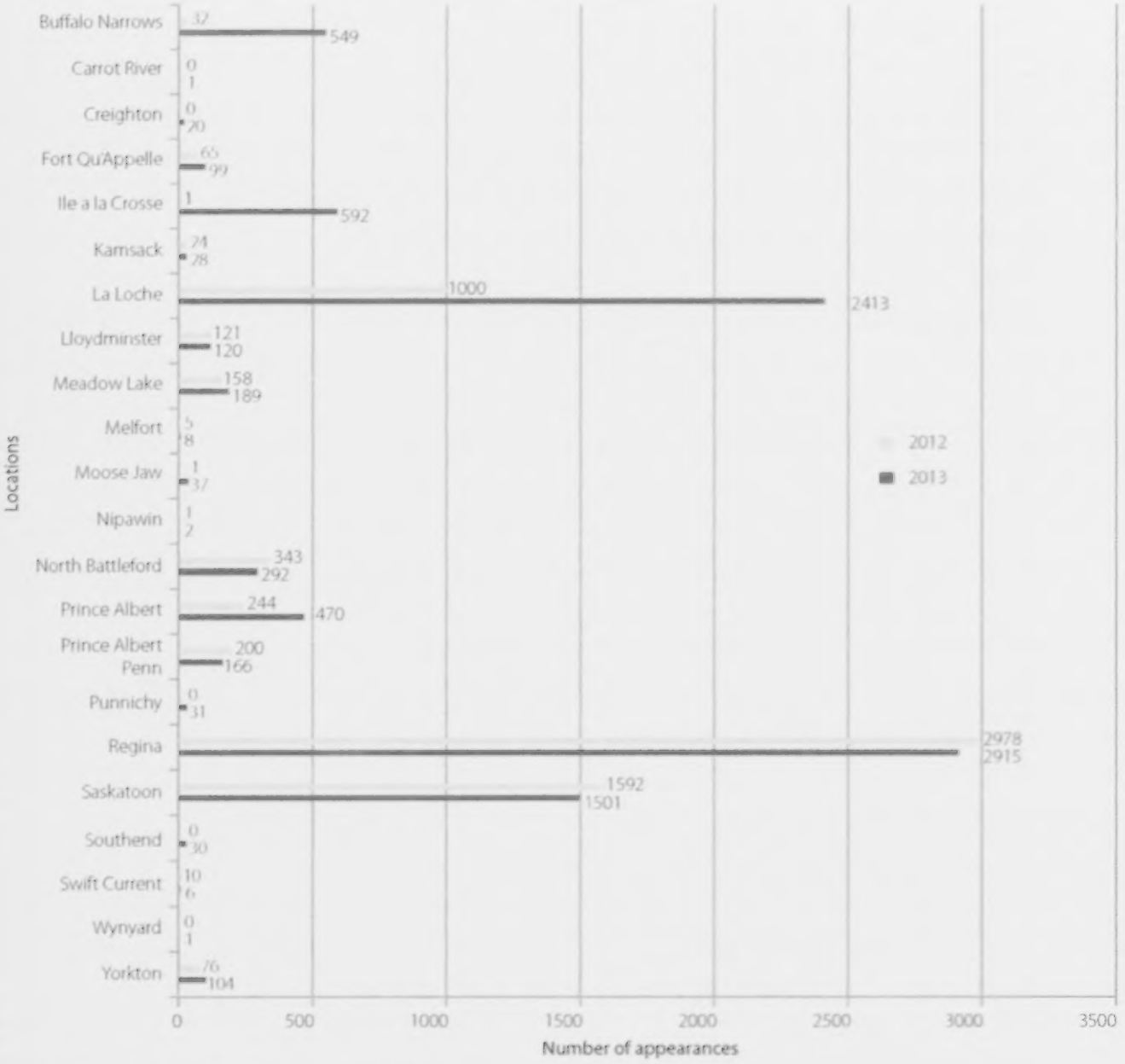
Video-conferencing

Number of locations with access to video-conferencing equipment



Source: Court Services, Ministry of Justice, 2014

Per cent charges heard by video-conference in court locations with access to equipment



Source: Strategic Initiatives and Program Support, Ministry of Justice, 2014

These measures are of interest to the Ministry and the Government, as video-conferencing technology reduces costs and assists in ensuring public safety. When used with offenders, video-conferencing primarily facilitates court appearances without transporting prisoners, witnesses, judges, prosecutors and defence counsel. It can be used for a variety of court proceedings, such as first appearances, adjournments, bail hearings, sentencing and remote appearances by witnesses and counsel. The use of video-conferencing reduces transportation and security concerns and costs, increases access to justice, and reduces court time and inconvenience to judges, counsel, the police, and offenders.

The increase in locations with access to video-conferencing and number of appearances demonstrates the extent of this initiative's implementation. From 2012 to 2013, the number of appearances through video court increased by 32 per cent.

Since the initial installation of video-conferencing equipment in the Saskatoon Provincial Court and the Saskatoon Correctional Centre in 2006, use of this technology has expanded greatly in Saskatchewan. As of March 31, 2014, it was available in 27 provincial court locations, nine Courts of Queen's Bench locations, one Court of Appeal, two provincial correctional centres for men, one provincial correctional centre for women, three youth centres, the Saskatchewan Penitentiary, the Regional Psychiatric Centre and Saskatchewan Hospital North Battleford. As well, expansion took place in the Saskatoon Correctional Centre. In addition, one RCMP detachment and 34 interview rooms across the province have access to the equipment.

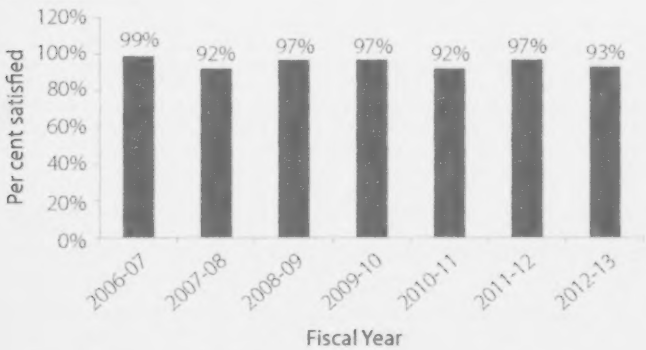
Video-conferencing equipment installed in court locations has also been used for other purposes such as accessing expert testimony, conferencing between judges and lawyers, and a justice sector conference on fetal alcohol spectrum disorder.

Strategy: Improve access to services and supports for victims of crime

- In order to achieve the Ministry's long-term goal of having services available to meet the needs of all victims throughout Saskatchewan, Police-based Victim Services programs were expanded to 11 police jurisdictions in 2013-14. Work progressed on plans for expansion to the remaining 23 jurisdictions, which will begin receiving services in 2014-15.
- As part of the province-wide expansion, Victims Services implemented a new delivery model for police-based victim services in northern Saskatchewan on April 1, 2013. The five existing Police-based Victim Services programs in the north were merged into one new program, North Sask Victim Services Inc., with a new board of directors. Service delivery continued in the eight RCMP detachments previously covered by these programs. Proposed outcomes include consistency in service delivery and policy development, and efficient, effective staff supervision, training and support.
- The Ministry continued to effectively manage the Victims' Fund to ensure timely, appropriate responses to the needs of victims of crime. It funds and manages 46 programs across 33 agencies offering services that include crisis intervention, financial compensation, support throughout the criminal justice process, and public education.
- The Ministry completed the review of the Victims Compensation Program. In June 2013 draft regulatory amendments to *The Victims of Crime Regulations, 1997* were prepared to add new offences for which an application for victim compensation may be made, including offences related to child pornography and human trafficking. Regulatory changes will proceed following completion of policy development. The Ministry continues to develop proposals for further program enhancements in response to this review.
- As part of the Saskatchewan Child and Family Agenda, funding was provided to a community-based organization in La Ronge for initial start-up costs associated with the development of the Northern Transportation and Support Initiative to increase victim safety in the north.
- To allow RCMP to share victim information with Police-based Victim Services programs, the Ministry continued to work with police partners, victim services programs and the federal government to revise policies and procedures. The province provided input to the consultation on proposed amendments to the *Royal Canadian Mounted Police Regulations, 1988* to support RCMP referral of victims to victim services. Once the federal amendments are finalized, *The Victims of Crime Act, 1995* in Saskatchewan and its Regulations will be reviewed to determine if any changes are needed.
- The Ministry continued to implement its plan to establish a central registry for protection orders in Saskatchewan that would provide easily accessible information to police about non-contact conditions and enable timely victim notification when circumstances change in criminal or family court matters. Consultations were held with victims services programs and the Ministry will consult with other stakeholders in 2014-15.

Performance Measure Results

Client satisfaction with Police-based Victim Services programs



Source: Strategic Initiatives and Program Support, Ministry of Justice, 2013

** These data are the most recent available. The 2013-14 report on the police-based victims services client survey will be available in fall 2014.*

This measure is of interest to the Ministry and the Government as it demonstrates the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process.

Saskatchewan's Police-based Victim Services programs serve victims of crime directly and are available in 72 of 96 RCMP and municipal police jurisdictions. The expansion of victim services coverage to all Saskatchewan people and police jurisdictions began in 2012-13 and is expected to be completed in 2014.

The Police-based Victim Services programs are very effective at providing support to victims of crime and traumatic events through crisis intervention, support, referrals to other services, and information about the impact of crime and victimization.

Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. The reported results from each year show programs are meeting their mandates very effectively. The most recent data available from 2012-13 is impressive and showed that:

- most respondents (93.1 per cent) reported that the supports and services provided by victim services met their needs, with 51.9 per cent reporting that they "more than met my needs";
- most respondents (92.9 per cent) reported that they were satisfied with the supports and services provided by victim services;
- almost all respondents (97.6 per cent) felt they were treated with courtesy and respect and 96.6 per cent with compassion; and
- almost all (96.6 per cent) reported that victim services staff and volunteers were non-judgmental.

Factors that may affect clients' perception of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of victims services and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with local police services. RCMP-based programs operate with non-profit community-based boards.

* For a full report on the Victims Services Branch, please refer to Appendix C.

Strategy: Support adults and children in vulnerable circumstances by providing program services and supports

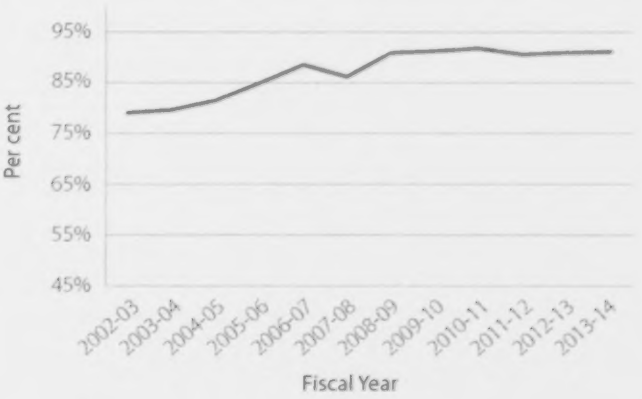
- The implementation of updates to the outdated database system in the Office of Public Guardian and Trustee assisted the Ministry in meeting the needs of children and adults in vulnerable circumstances who are incapable of managing their own financial affairs. The office continued to request funding for a modernized system.
- As part of the Saskatchewan Child and Family Agenda, the Ministry developed an approach to provide children involved in child protection proceedings with legal counsel. Information from other jurisdictions was used to develop a Saskatchewan model to ensure children's voices are heard. This involved legislative reform. Implementation will take place in 2014-15.
- The Ministry completed a review of literacy and education services for offenders in custody or under supervision in other Canadian correctional jurisdictions, as well as a review of the current state of literacy and education services in Saskatchewan youth and adult corrections facilities. An interministerial working group discussed the education and literacy needs of youth in Saskatchewan correctional facilities and ways to develop consistency and improve services to improve educational outcomes of youth and reduce recidivism. In addition, offenders were able to participate in parenting skills classes in two of the adult correctional facilities.
- The Ministry continued to co-chair the Provincial Partnership Committee on Missing Persons (PPCMP) and work with families of missing persons and other jurisdictions and organizations to improve the response

to missing person cases. The PPCMP planned a second annual missing persons week for May 2014 that will profile reasons why people go missing and how to mitigate these factors.

- The Ministry maintained the development, delivery and funding of 41 services that address interpersonal violence and abuse delivered across 32 community-based organizations in 17 communities.
- In order to increase access to residential crisis services for women and their children fleeing circumstances of interpersonal violence and abuse, new funding was provided for operating costs linked with residential crisis services available in Regina and Prince Albert. New funding was also provided for the initial development costs of a new transition house in Melfort.
- The Ministry continued to deliver family justice services, including enforcement of maintenance payments, parent education programs, custody and access assessments, and supervised access and exchange programs. Saskatchewan continued to have the second highest collection of money owed to custodial parents with orders registered with the Maintenance Enforcement Office. Almost 2,500 parents with matters in Queen's Bench Court attended parent education courses offered by the Ministry. In cases where custody and access assessments were ordered, 85 per cent were resolved without further court intervention.
- The Ministry co-chaired the Federal/ Provincial/ Territorial Committee of Senior Officials for Family Law that coordinates the implementation of improvements to family law nationally.
- Amendments to *The Enforcement of Maintenance Orders Act, 1997* have been completed and will be implemented at the same time as the new Maintenance Enforcement computer system in 2015.
- In order to improve protections for vulnerable adults, amendments to *The Health Care Directives and Substitute Health Care Decision Makers Act, The Powers of Attorney Act, 2002* and *The Public Guardian and Trustee Act* passed in spring 2014. Regulations to support the amendments are being prepared and are expected to proceed by fall 2014.
- In order to better serve the public need for independent, impartial investigations and public inquests into the circumstances surrounding unexpected, unexplained and unnatural death, a review of *The Coroners Act, 1999* and *The Coroners Regulations, 2000* was planned. Proposed regulatory changes to accommodate the shift to an electronic system are currently on hold and the review has been postponed.

Performance Measure Results

Collection of support payments for children and families



Source: Maintenance Enforcement Office, Ministry of Justice, 2013

Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of families depend on timely receipt of support income to which they are entitled.

This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term. Over the past five years, the Office has maintained a collection rate of over 90 per cent. In 2013-14, the collection rate was 91.1 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds and GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Strategy: Enhance public safety and reduce reoffending through effective security and rehabilitation

- The Ministry established a team to review and make recommendations for common risk assessments, evidence-based rehabilitative programs, relapse prevention programs and standards of supervision. The recommendations were presented to the steering committee in March 2014 and will be reviewed for implementation in the next fiscal year. As well, a community corrections core training committee was

established to develop a common training approach for youth and adult programs that includes core correctional practices.

- The Ministry continued work on gang identification, classification and placement activities within adult correctional centres.
- Sentence administration and information system training seminars were facilitated for 286 adult and youth corrections staff in order to improve staff expertise and reduce mistaken releases. Risk-based audits were conducted with all youth custody files, 88 per cent of youth community supervision and deferred custody files, and all files at the four primary adult correctional centres. Quality controls continued to be enhanced with recommendations made to further reduce the risk of release error.
- In order to increase the capacity of Probation Services to accommodate growing demand, a task team was established to review fine options and bail services to identify an alternative service delivery model that would allow probation officers to focus on high-risk offenders. The Ministry contracted the University of Saskatchewan to research effectiveness of bail supervision that will assist with determining future plans for that program. As well, a Lean event assisted in determining if simpler case management processes could be identified to increase direct client contact in order to engage clients in activities known to reduce recidivism.
- Agreements continued with Regina Qu'Appelle, Prince Albert Parkland and Saskatoon health regions for addiction services at the correctional centres in those regions. Offenders in those institutions were able to access effective services to address their addiction issues.

Government Goal: Sustaining Growth and Opportunities for Saskatchewan People

Strategy: Increase protections for investors and consumers and assure the integrity of Canada's capital markets

- The Ministry continued to provide legislative policy advice to the Financial and Consumer Affairs Authority (FCAA) of Saskatchewan on consumer protection, including initiating consultations on and preparing draft Regulations with respect to consumer contracts and motor dealers. It also participated in the Consumer Measures Committee. This included attending a meeting of Deputy Ministers Responsible for Consumer Affairs.
- Changes to *The Credit Union Act, 1998* to facilitate Credit Union Central's restructuring plans were deferred pending feedback from the federal regulator.
- The Ministry continued to work with the national working group and the provincial/territorial securities taskforce to implement harmonized legislation developed in 2011-12 that allows financial advisors dealing in securities to incorporate. Saskatchewan passed legislation enabling incorporation in 2012. The national industry organizations must now work with the Canadian Securities Administrators to implement non-legislative rule changes.

Strategy: Promote a favourable business environment and better protect consumers by improving legislation

- *The Pooled Registered Pension Plans Act* was passed in 2013 to recognize pooled registered pension plans, giving employees of small businesses and self-employed individuals more opportunity to adequately prepare for retirement. Officials continued to work with a national group on Regulations and a national interjurisdictional agreement. The legislation will be proclaimed once those items are in place.
- *The Consumer Protection and Business Practices Act* was passed in May 2013 to provide a framework for regulation of business practices.
- The Ministry continued to implement amendments to *The Pension Benefits Act, 1992* and its Regulations to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans. The new agreement respecting these plans was developed and it is anticipated all provinces will sign it in 2014.
- Comments at consultations with industry, consumers, the Ministry of Government Relations, the Legal Advisory Committee, the Information Services Corporation (ISC) and city solicitors and managers about proposed amendments to *The Condominium Property Regulations, 2001* were used to further refine the amendments. It is anticipated the amendments will be in force by June 2014.
- The Ministry continued to develop a new insurance act based on modern western Acts and engaged in stakeholder consultations with industry and consumers

to replace the existing Act. Consultations on specific proposed provisions were held with the Insurance Brokers Association of Saskatchewan and the Insurance Councils of Saskatchewan. Research was conducted on adopting provisions from Alberta and Ontario. Further consultations on the draft legislation are planned for 2014-15.

Government Goal: Delivering Responsive and Responsible Government

Strategy: Enhance the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds and improve client service

- The Ministry continued to work with the Information Technology Office (ITO) to develop the Criminal Justice Information Management System (CJIMS). CJIMS will encompass the young offenders, adult corrections, court management and fine payment systems and provide the foundation for an integrated justice model as a pilot project for ITO. The primary focus in 2013-14 was on development and testing to ensure all potential risks related to the project were addressed. It is anticipated that the component of CJIMS for young offenders will be implemented in October 2014, with Adult Corrections and Court Services following in 2015 and 2016, respectively.

  Operational, technological and strategic benefits of CJIMS for the Ministry and its clients include: tracking of offenders through the criminal justice system; inclusion of information like offender photos; consolidation of historical data; provision of analytics to discover patterns in offender behaviour; and support for evidence-based decision making, program evaluation and Growth Plan and Saskatchewan Child and Family Agenda initiatives.
- The Ministry continued to work towards a culture of continuous improvement. This is shown by strong leadership and active employee participation in Lean initiatives and the application of Lean philosophy in daily work situations. Employees use Lean tools to identify changes that result in more efficient use of Ministry resources and improved client service. Justice continues to be innovative in using Lean to better understand how to meet client needs and expectations.
- The Ministry of Justice held the 'Life Cycle of an Offender' Lean event, which brought together partner ministries and agencies to identify key issues and opportunities to respond to the root causes of crime.
- The Ministry continued to respond to requests for information under *The Freedom of Information and Protection of Privacy Act*. In 2013-14, 1,098 requests were received, and 82 per cent were responded to within the guideline of 30 days.
- The Ministry continued to work on developing and implementing consistent records management policies and procedures.
- The Ministry continued to prioritize risk assessment internally. It embedded a risk assessment and management component into its program review process. At the end of the four-year program review cycle a complete inventory of program risks and mitigation strategies will be available.
- The Ministry completed the second year of its program review schedule. Improvements were identified and an examination of program alignment with government priorities, intended outcomes, risk management opportunities and client needs was completed.
- In order to develop a more coordinated approach to transporting offenders between facilities, transferring them into the federal system and complying with court orders, the Ministry continued to work with internal and external stakeholders on a provincial strategy.
- Works continues on the key action to improve service delivery in Corrections and Policing.
- The operations review of the Saskatchewan Police College to evaluate expanding its training to others in the public sector was deferred to the next fiscal year.
- The Ministry continued to investigate the use of scheduling software to reduce overtime and improve attendance of correctional workers in adult correctional centres. This type of software is currently being evaluated at the Regina Correctional Centre.
- The Ministry continued to review funding agreements with community-based organizations to ensure effective and efficient program management and compliance with stated goals and objectives. Corrections and Policing implemented an annual agency risk evaluation process that informs funding decisions, performance improvement planning and contract administration practices.
- Work continued to develop a Community Safety Officer program for the province. SUMA and SARM continued to participate and express interest in this program. A training program and standard is under development and expected to be in place by 2015.

- The Ministry continued to develop a new information system for coroners. This included regulatory amendments to accommodate the transition to the new system. It is anticipated implementation will occur take place in October 2014
- The Ministry continued to develop and test the new computer system for the Maintenance Enforcement Office. It is anticipated implementation will occur in 2015.
- The Ministry continued to improve and streamline the delivery of court services in the Provincial Court with a targeted completion date of March 31, 2015. In 2013-14:
    - As a result of a Lean initiative in Transcript Services, resource documents to improve the quality of recordings and a system to address quality concerns identified by the transcribers were developed, along with an electronic filing system and electronic distribution of transcripts.
    - *The Court Officials Act, 2012* and amendments to *The Court Officials Regulations* were implemented. The Court Services Division implemented the updated Court Officials Oath of Office for its employees and non-government employees (e.g., contracted transcribers).
- The Ministry continued to respond to the Provincial Court operations program review report by developing a manual and training plan for Provincial Court employees and implementing succession plans for managerial retirements. The Court Services Division is working with SIAST to develop and implement a Court Services Administrator Applied Certificate program in September 2014. It will provide a formal education opportunity for those interested in pursuing a career with the justice system.
- The development of a provincial mass fatality plan, including a national disaster response strategy, was deferred to 2014-15 due to the required focus on additional priorities.

Strategy: Negotiate key federal/provincial agreements to benefit Saskatchewan people

- The Ministry continued to work with provincial, territorial and federal partners to ensure adequate levels of support for programs such as civil and criminal legal aid, the Aboriginal Courtworker Program, the Regina Drug Treatment Court, First Nations policing and youth justice. This included finalizing funding agreements, demonstrating the need for enhanced federal funding and continuing a cost-share approach. As well, specific short-term funding needs related to Kate's Place, a supportive residence for women provided through the Regina Drug Treatment Court, were addressed.
- The Ministry received funding from Justice Canada to continue its partnership in the delivery of community justice programs for two years, until March 31, 2016. This provides stability for 24 co-funded community justice programs in Saskatchewan.

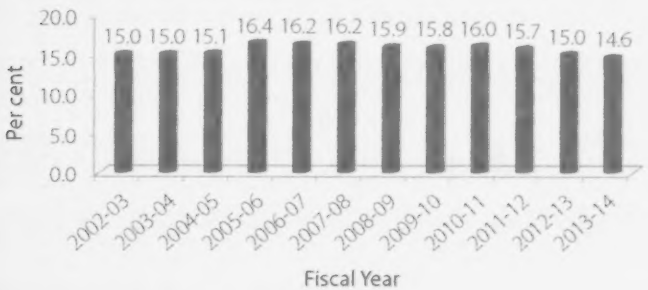
Strategy: Increase participation of Aboriginal people in the delivery of justice programs and services

- The Ministry continued to provide advice to other ministries about the legal obligations under Duty to Consult and about the implementation of the Government's First Nation and Métis Consultation Policy Framework. The Ministry worked with the Public Service Commission, the Johnson Shoyama School of Public Policy and the ministries of Government Relations and Environment to provide training about the Consultation Policy Framework to Ministry officials. The Ministry also assisted the Ministry of Government Relations in developing a proponent's handbook on the Government's expectations of project proponents in fulfilling Duty to Consult requirements. The Ministry also helped the Ministry of Government Relations develop a Duty to Consult process guide for Saskatchewan Government officials.
- The Ministry represented the Government in court in two cases where Duty to Consult issues were raised.
- The Elders Forum met three times in 2013-14 to provide advice to the Ministry on a wide range of policies, programs and services important to First Nations and Métis peoples, communities and governments. Some Elders attended justice events, meetings and training.
- The Ministry continued to develop responses to issues of concern to Aboriginal people and strong relationships to support Ministry programming.
- The Ministry continued to review First Nations policing and operations and work with the federal government and First Nations in support of effective, professional and culturally appropriate policing and public safety services in First Nations communities. Discussions began with First Nations about the possible benefits of community safety officers/special constables.

- The Ministry continued to work with First Nations and Métis organizations to increase their involvement with the delivery of corrections programs and services, including:
  - establishing a committee with the File Hills Qu'Appelle Tribal Council to review options for the First Nation to deliver services to First Nations people in the corrections system;
  - drafting a Letter of Understanding for consideration by the Prince Albert Grand Council (PAGC) to work towards a partnership for the potential repurposing of the PAGC Spiritual Healing Lodge as a correctional facility;
  - continuing to engage First Nations and Métis people in providing culturally relevant programs and services within the correctional centres; and
  - working with Tribal Councils to create an understanding of the reintegration process and how to better serve offenders returning to communities.

Performance Measure Results

Percentage of ministry employees who self-identify as being of First Nations or Métis ancestry



Source: Public Service Commission, 2014

** 2012-13 data have been incorrectly reported as 16.0 in previous documents due to a database error*

First Nations and Métis people represent approximately 14 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system. Between 70 and 80 per cent of people in custody are of First Nations and Métis ancestry.

To assist the Ministry in ensuring programs respect the cultural and spiritual needs of First Nations and Métis clients it is important to employ staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry was 14.6 per cent in March 31, 2014. While the Ministry's proportion of First Nations or Métis staff compares favorably to the province's public service sector rate of 12 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure and has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually (a high proportion of attendees are First Nations or Métis ancestry);
- attending career events in First Nations communities to promote future careers in corrections and policing;
- designating First Nations and Métis positions in accordance with the Public Service Employment Equity Hiring Policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and
- continued education and awareness provided to Corrections and Policing employees through the First Nations and Métis Awareness Training.

Strategy: Ensure that the administration public affairs is within the rule of law

- The Ministry continued to provide legal and policy advice and services to government as required.
- To ensure the integrity of registries in the Information Services Corporation (ISC) and that the rights of the public will not be adversely affected by the sale of voting shares of ISC, six service agreements were negotiated and entered into with ISC. The Office of Public Registry Administration was established in the Public Law Division to provide quasi-judicial decision-making and policy setting for the public registries, as well as to monitor ISC compliance. Discussions took place with ISC and government agencies to establish a strategy to expand the common business identifier program in Saskatchewan.
- In order to ensure the right to privacy of all clients is upheld through Ministry of Justice policies and practices, the Ministry provided training, policy direction and advice throughout the Ministry to increase privacy compliance. Training included regular delivery of Security Privacy Access Training workshops

throughout the year, maintenance of on-line training programs, Ministry participation in the Government's Privacy and Security Awareness Month in June and presentations at internal meetings and training programs, including the Ministry's Supervisory Skills Training Program.

Strategy: Employ people management strategies that support a high performing, respectful and professional workplace in a safe and healthy work environment

- The Ministry Inclusive Workforce Strategy had a successful launch in October 2013 and continues to be championed by senior management. This includes internal communications on intranets, messaging from the Deputy Ministers, tools for managers and employees, and partnerships with equity groups such as the Aboriginal Government Employees Network, Saskatchewan Visible Minority Employees Association and the Disability Support Network. This strategy supports an organization that is respectful of diversity and in line with the emerging corporate direction on these issues.
- The Ministry built leadership capacity through participation in the Johnson-Shoyama Graduate School workshops, the University of Saskatchewan's Leadership Development Program, the Corporate Mentorship Program, Ministry Management and Leadership Forums, employee work and learning plans, and project and acting leadership role assignments. An internal Succession Management Framework was developed and is expanding across the Ministry.
- Ministry workforce plan projects progressed. This included reorganization of numerous Ministry areas to better address outcomes, the implementation of Corporate Culture through Our Commitment to Excellence, the Ministry Inclusive Workforce Strategy, employee talent development, updating the middle management talent inventory, attendance management, student internships and workplace health and safety. Ministry onboarding sessions were hosted by senior management.
- In-scope work and learning plans have been implemented by 97 per cent of the Ministry's in-scope workforce. The Ministry's Attendance Management Policy is actively being implemented, resulting in a three per cent reduction in sick leave over the previous fiscal year. The Ministry is managing overtime strategically through enhanced employee scheduling best practices, attendance management and a new Letter of Understanding in the Collective Bargaining Agreement that fosters increased employee scheduling efficiencies.
- The Ministry continued to use corporate strategies to attract, engage and retain youth. Twenty-five Ministry employees are in the Corporate Mentorship Program. Thirty-one students were hired into co-op and articling positions, and social work and human justice practicums. The Ministry participated in career fairs and speaking engagements throughout the province, reaching approximately 6,000 students and community members.
- All health and safety committees are in place and conduct regular workplace inspections. The Incident Reporting and Investigation Policy has been implemented. Implementation of the Attendance Management Policy and careful monitoring of sick leave statistics has resulted in a reduction in sick leave use. The Ministry continued to promote quarterly Occupational Health and Safety (OHS) audits of OHS occurrences, to develop Ministry OHS policies and guidelines, and to provide respectful workplace and anti-harassment training.

Strategy: Participate in/lead cross government approaches that support collaborative partnerships in government and community

- The Ministry completed interim guidelines for sharing information in integrated service initiatives and widely shared them with Hubs across the province. Training on the guidelines and related processes for sharing information and protecting privacy was incorporated into all training provided by the Building Partnerships to Reduce Crime program, including the Hubs.
- The Ministry continued to support its strong relationships with funded agencies to ensure program objectives are met and agencies have the required resources, including training, technology and policies to reach their goals.
- As part of the Saskatchewan Child and Family Agenda, Ministry officials continued to be involved in the review of child welfare legislation and in addressing the need to reduce Saskatchewan's high rates of violent crime, with specific emphasis on interpersonal violence and abuse.
- An interministerial committee developed approaches to assist the justice system in providing services to individuals with fetal alcohol spectrum disorder. This

included supporting research and training provided by the University of Regina. The Ministry also participates nationally on criminal law reform in this area.

- Ministry officials continued to provide leadership and training to administrative tribunals through the Saskatchewan Administrative Tribunals Association.
- The Ministry partnered with the University of Saskatchewan's Centre for Forensic Behavioural Science and Justice Studies on a number of projects pertaining to community safety and effective correctional programs in 2013-14, including:
  - a preliminary impact assessment of Community Mobilization Prince Albert's Hub Model;
  - examination of the administrative, physical and program structures of select Canadian forensic mental health facilities;
  - a provincial survey on the public perception of crime, safety and victimization; and
  - a literature review and analysis of trends related to administrative charges imposed on individuals under community supervision.

Government Goal: Making Life More Affordable

Strategy: Reduce costs for families requiring legal information

- In order to support the provision of legal advice to Saskatoon people in vulnerable circumstances, the Ministry entered into a three-year agreement with Community Legal Services for Saskatoon Inner City Incorporated (CLASSIC). In 2013-14, 316 clients attended the CLASSIC Clinic, which provides advice in family, civil and criminal law. During this time, 645 clients attended CLASSIC's Walk-in Advocacy Clinic and were assisted with legal matters such as landlord-tenant disputes, income support, summary criminal charges, immigration and refugee issues, contract and debt situations, and wills and estates.
- Work continued with the Public Legal Education Association of Saskatchewan (PLEA) to increase public access to legal information in family law related issues, including the finalization of family law information documents and court forms.
- The Family Law Information Centre continued to offer assistance to individuals with questions about family law. Responses included 4,275 telephone calls, 218 in-person visits and distribution of 2,602 self-help kits.

2013 - 14 Financial Overview

The Ministry's original 2013-14 appropriation was $586.1 million, including $45.4 million for capital asset acquisitions and $542.0 million on an expense basis. The expense budget excludes the $45.4 million appropriation for the Ministry to acquire capital assets and includes $1.3 million for the amortization of capital assets.

For 2013-14, actual expenses were $550.2 million; a variance of $8.2 million higher than the original budget. The increased costs are attributable to:

- increased salary pressures, largely as a result of workload pressures in Custody, Supervision and Rehabilitation Services programs ($7.7 million);
- increased operating pressures, largely due to higher IT costs and an increase in the allowance for uncollectable fines in Court Services ($4.1 million); and
- higher amortization costs ($0.8 million), partially offset by a reduction in operating and capital grants. These were primarily RCMP, police programs and community services ($4.4 million).

The renovation and addition to the Saskatoon Courthouse was $6.7 million under budget and the construction work at the Prince Albert Provincial Correctional Centre was $8.7 million under budget for the 2013-14 fiscal year due to changes in project timelines. The expected cost of the projects has not changed; however, the cash flows between fiscal years will change from the original plans.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report.

The 2013-14 revenue budget was $69.8 million. Actual revenue was $79.1 million; $9.3 million greater than budget. The increased revenue is primarily attributable to:

- a higher than estimated dividend from the Financial and Consumer Affairs Authority ($2.5 million);
- higher than estimated revenue from rural police ($2.1 million);
- an increase in the number of fines ordered and other court revenue ($1.0 million);
- higher than anticipated collection of Public Trustee fees ($0.7 million); and
- net changes in a number of different branches and the write-off of accrued expenses from prior years ($3.0 million).

The 2013-14 restated full-time equivalent (FTE) budget was 2,788.1 FTEs, with actual FTE utilization of 3,068.3 (280.2 FTEs over budget). Staff were required to address workload pressure as follows:

- custody facility and community supervision programs (workload pressures) – 121.0 FTEs;
- courts (security detention and workload pressures) – 91.5 FTEs;
- Prosecutions and legal service areas (workload pressures) – 20.1 FTEs;
- Staff dedicated to implementing a new IT system – 16.8 FTEs;
- Freedom of Information and Privacy (workload pressures) – 6.6 FTEs;
- Public Guardian and Trustee (workload pressures) – 2.2 FTEs; and
- miscellaneous pressures throughout the rest of the Ministry – 22.0 FTEs.

2013-14 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and allocation. Explanations are provided where variances are greater than $500,000. All amounts are shown in $000s.

Subvote	Allocation	2012-13 Actual Expenditure	2013-14 Original Estimates	2013-14 Actual Expenditure	Variance	Notes
Central Management and Services	Minister's Salaries (Statutory)	$ 94	$ 94	$ 95	$ 1	
	Executive Management	2,856	1,614	2,560	946	1
	Central Services	13,694	11,086	11,084	(2)	
	Accommodation Services	33,399	33,866	32,671	(1,195)	2
	Land Titles Assurance Claims (Statutory)	0.1	1		(1)	
Total Central Management and Services		**$ 50,043**	**$ 46,661**	**$ 46,410**	**$ (251)**	
Courts and Civil Justice	Court Services	$ 32,980	$ 32,385	$ 36,519	$ 4,134	3
	Salaries – Provincial Court Judges (Statutory)	13,496	13,317	14,204	887	4
	Family Justice Services	4,521	4,386	4,633	247	
	Dispute Resolution Office	1,675	1,661	1,867	206	
	Public Guardian and Trustee	2,744	2,792	2,846	54	
Total Courts and Civil Justice		**$ 55,416**	**$ 54,541**	**$ 60,069**	**$ 5,528**	
Legal and Policy Services	Civil Law	$ 3,868	$ 3,943	$ 4,147	$ 204	
	Public Law	3,781	3,820	3,895	75	
	Strategic Initiatives and Program Support	1,283	1,205	1,424	(219)	
	Public Prosecutions	20,820	21,950	21,918	(32)	
	Communications	416	458	435	(23)	
	Access and Privacy	387	436	420	(16)	
	Office of Public Registry Administration		420	719	299	
	Queen's Printer Revolving Fund – Subsidy	97	97	95	(2)	
Total Legal and Policy Services		**$ 30,652**	**$ 32,329**	**$ 33,053**	**$ 724**	
Total Community Safety Outcomes		**$ –**	**$ 13,280**	**$ 13,857**	**$ 577**	5
Community Justice	Community Services	$ 15,781	$ 17,061	$ 16,848	$ (213)	
	Public Complaints Commission	623	639	643	4	
	Coroners	2,802	3,215	2,918	(297)	
Total Community Justice		**$ 19,206**	**$ 20,915**	**$ 20,409**	**$ (506)**	
Boards and Commission	Human Rights Commission	2,051	2,080	2,143	$ 63	
	Office of Residential Tenancies	1,590	1,397	1,540	143	
	Inquiries	73	150	83	(67)	
	Legal Aid Commission	22,369	22,779	22,779		
	Automobile Injury Appeal Commission	807	942	868	(74)	
Total Boards and Commission		**$ 26,890**	**$ 27,348**	**$ 27,412**	**$ 64**	
Custody, Supervision and Rehabilitation Services	Custody Services	$ 118,454	$ 119,943	$ 119,983	$ 40	
	Community Corrections	35,475	34,049	34,139	90	
	Program Support	7,032	2,991	5,030	2,039	6
	Correctional Facilities Industries – Subsidy		40	–	(40)	
Total Custody, Supervision and Rehabilitation Services		**$ 160,961**	**$ 157,023**	**$ 159,153**	**$ 2,130**	
Policing	Police Programs	$ 15,097	$ 17,237	$ 17,916	$ 679	7
	Royal Canadian Mounted Police	158,753	168,109	165,607	(2,502)	8
	Program Support	2,322	1,769	2,089	320	
Total Policing		**$ 176,172**	**$ 187,115**	**$ 185,612**	**$ (1,503)**	
Sask. Police Commission	Saskatchewan Police Commission	$ 253	$ 202	$ 162	$ (40)	
	Saskatchewan Police College	1,009	1,257	1,082	(175)	
Total Saskatchewan Police Commission		**$ 1,262**	**$ 1,459**	**$ 1,244**	**$ (215)**	
Total Major Capital Projects		**$ 25,958**	**$ 45,425**	**$ 30,503**	**$ (14,922)**	9
Total Ministry Appropriation		**$ 546,587**	**$ 586,096**	**$ 577,722**	**$ (8,374)**	
Capital Asset Acquisitions		(25,168)	(45,425)	(29,661)	15,764	10
Capital Asset Amortization		1,983	1,304	2,104	800	11
Total Ministry Expenses		**$ 523,402**	**$ 541,975**	**$ 550,165**	**$ 8,190**	

Explanation of major variances

1. Restructuring of executive management functions.
2. Costs to support the lease of space from Central Services were less than anticipated.
3. Increased costs related to court security, workload pressures and other operating pressures.
4. Increased leave liability and increased need for relief judges.
5. Restructuring of branch functions.
6. Use of centrally held funds to support high counts in custody facility operations.
7. Increase in programming costs.
8. Under expenditure for the RCMP contract.
9. Change to project timelines on the renovation and addition to the Saskatoon Courthouse and the Prince Albert Provincial Correctional Centre. The cost of the projects has not changed; however, cash flows between fiscal years will change.
10. Higher actual costs of capital projects meeting the definition of a tangible capital asset.
11. Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2013-14 Public Accounts.

2013-14 Financial Results – Revenues

The Ministry collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to legal aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $500,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Fines, Forfeits and Penalties	$ 16,373	$ 17,310	$ 937	1
Sales, Services and Service Fees	13,106	13,777	671	2
Other Licences and Permits	503	588	85	
Transfers from Federal Government	5,348	5,943	595	3
Other Federal/Provincial Agreements	5,738	5,738	0	
Transfers from Other Governments	15,050	18,177	3,127	4
Other Enterprises and Funds	13,417	15,953	2,536	5
Other Miscellaneous Revenue	222	1,575	1,352	6
Ministry Revenue	**$ 69,758**	**$ 79,060**	**$ 9,303**	

Explanation of major variances

1. Increase in number of fines ordered.
2. Higher than anticipated Public Trustee fees were collected.
3. Increased revenues from Exchange of Services agreement and cost-share for Young Offenders.
4. Revenue from rural police billing higher than estimated.
5. Dividend from the Financial and Consumer Affairs Authority higher than estimated.
6. Increase in miscellaneous revenue. The increase is primarily made up of outstanding cheques that have been stale-dated and refunds (prior year's expense).

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Correctional Facilities Industries Revolving Fund
- Criminal Property Forfeiture Fund
- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2013-14 business activities of these funds can be found in Appendix C of this Annual Report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3

By telephone: (306) 787-7872

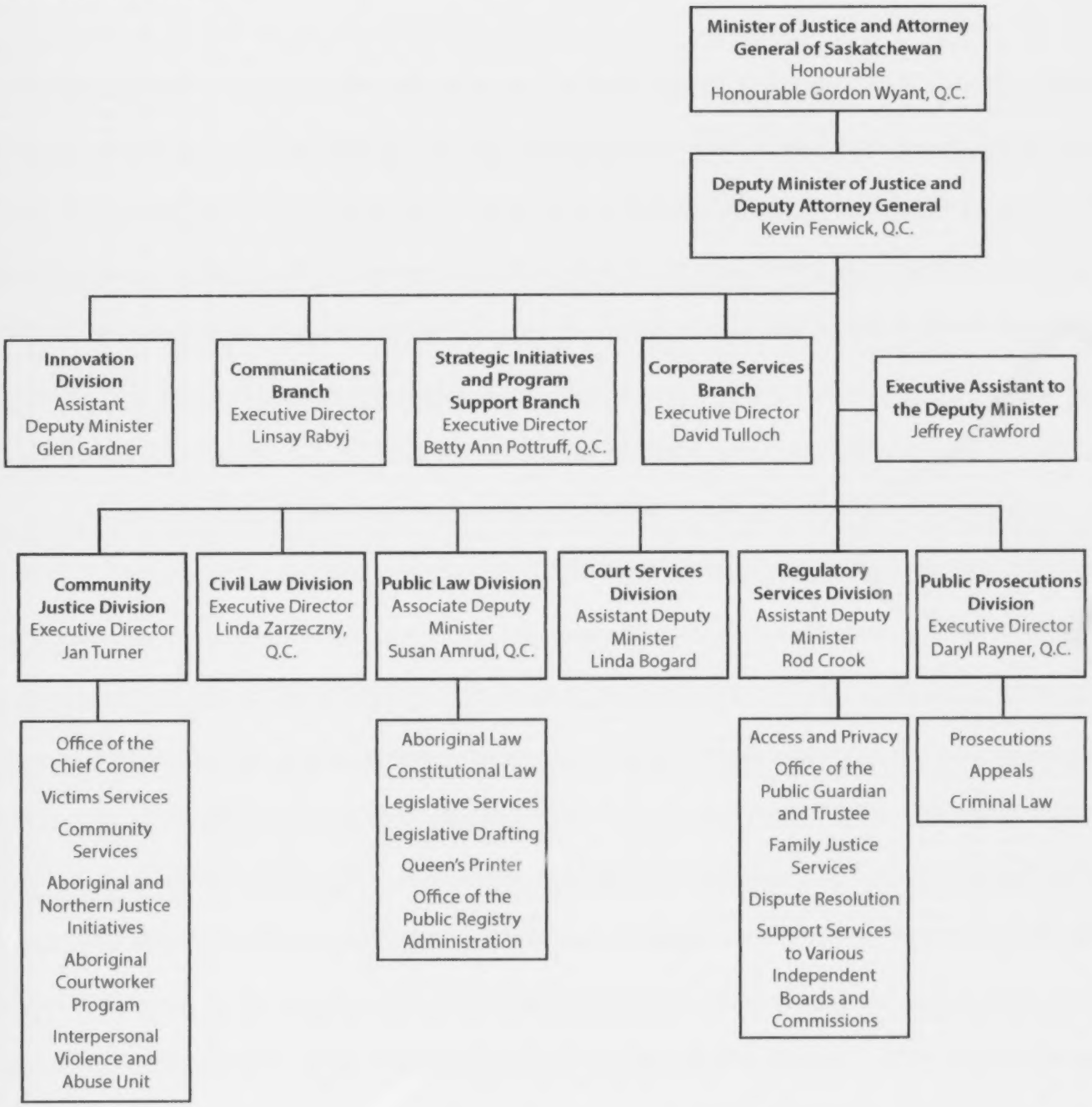
Or send an email through the Ministry website at: www.justice.gov.sk.ca.

Copies of this report are available for download on the Ministry website.

Appendix A: Organizational Chart

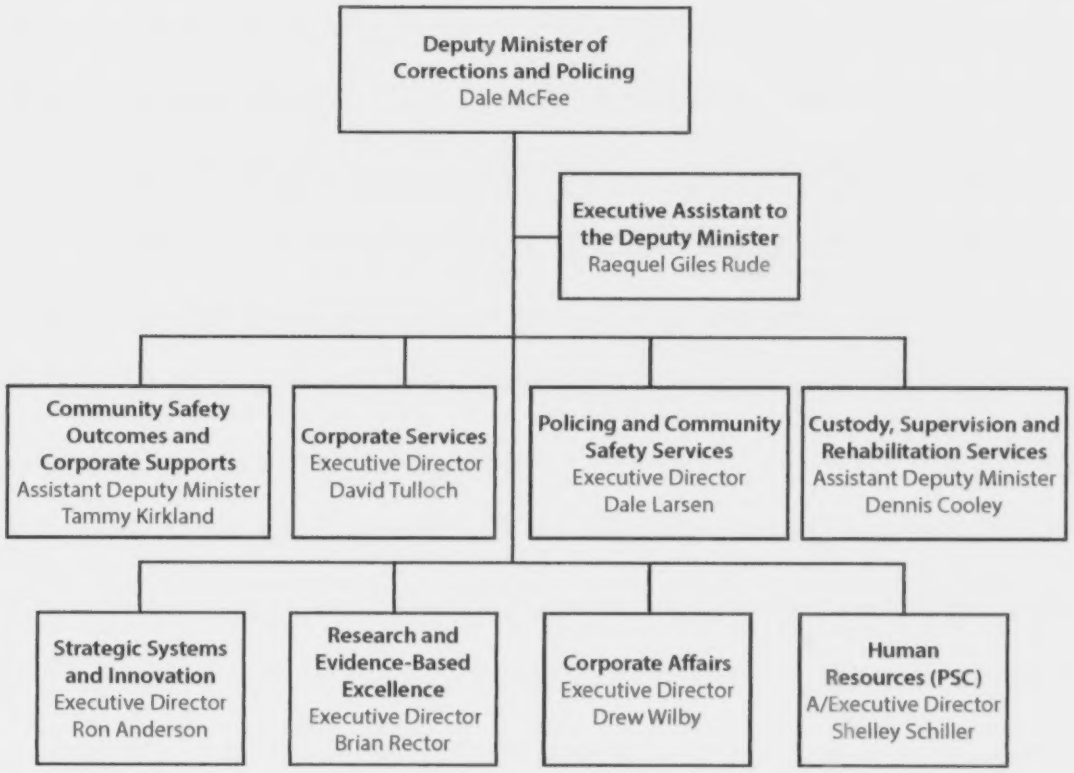
Attorney General

* As of March 31, 2014



Corrections and Policing

* As of March 31, 2014



Appendix B: Boards and Commissions

The Minister of Justice and Attorney General and the Minister Responsible for Corrections and Policing are responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- Aboriginal Courtworker Advisory Committee
- Automobile Injury Appeal Commission
- Financial and Consumer Affairs Authority
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Advisory Board of Review
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Police Commission
- Saskatchewan Real Estate Commission
- Traditional Elders Ministerial Advisory Committee
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Commission Membership

During 2013-14, Joy Dobko, Lucille Lamb, Q.C., Donald McKillop, Q.C., and Timothy Rickard were reappointed as Commission members.

The current membership consists of:

- Joy Dobko, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina (Chairperson)
- Don McKillop, Q.C., Regina
- Walter Matkowski, Saskatoon
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

Mandate and Objectives

The Automobile Injury Appeal Commission is an independent, quasi-judicial body whose mandate is to adjudicate no-fault bodily injury benefit disputes between a claimant and the insurer (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role the Commission has several objectives:

- to issue quality decisions based on facts, findings and legislative entitlements on a timely basis;
- to reduce the average elapsed time between the submission of an application and the commencement of a hearing;
- to enhance the understanding of the appeal process and how it may be accessed, and to better inform claimants who represent themselves during the process;
- to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGI under the no-fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no-fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the appeal is successful.

Once the claimant and SGI have filed all documents relevant to the appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. In approximately two of three appeals, claimants are self-represented. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and Regulations governing no-fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no-fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act*
- *The Personal Injury Benefits Regulations*
- *The Automobile Accident Insurance (Injury) Regulations*

The Commission's budgetary status is reflected as follows:

- **2013-14 Budget:** $942,000
- **Budgeted FTEs**: 3.0
- **2013-14 Actual:** $867,872
- **Actual FTEs:** 3.7

The favorable actual-to-budget variance of $74,128 is primarily attributable to two factors – reduced IT spending and a reduced number of hearings during the year that resulted in lower per diem payments to members and reduced travel costs for members and staff.

The unfavorable 0.7 FTE variance resulted from employing summer students and retaining part-time staff to assist during periods of permanent staff turnover.

2013-14 Activities and Results

- There were 143 new appeal files opened by the Commission during 2013-14. Based on past experience, a significant percentage of these files will be settled or withdrawn by the insurer or the claimant prior to an appeal hearing.
- In 2013-14, the Commission issued 51 final decisions. Forty of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 78 per cent success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- There were 111 on-the-record hearings conducted during 2013-14. The majority of these were pre-conference hearings conducted by telephone that dealt with various preparatory issues that can arise prior to appeal hearings.
- At the Commission meeting in June 2013 members: reviewed and approved a number of policy changes arising from the Lean process; received a briefing on the proposed measurement approach; and heard from guest speakers Kevin Fenwick, Q.C., and Bryan Salte, Q.C.
- The Commission's Lean project reached the implementation stage. Of the 31 recommendations made, 25 were either implemented or are in the process of being implemented by year end, one was complete

and awaiting implementation, and five have been deferred until other implementation activities are further advanced.

- The Commission began applying the recommendations contained in the 2013 Law Reform Commission's report, Access to Justice – Needy Person Certificates and Waiver of Fees. The recommendations concern the consideration of requests to waive fees based on the appellant's representation that the prescribed fee will cause a substantial hardship. This approach will be embedded in Commission processes once government's response to the Law Reform Commission report is finalized.
- The Commission experienced a first application of 'new-to-us' technologies when a hearing panel received evidence through computer projection technologies and participated in the examination of witnesses via Skype video-conferencing. Panel members reported favorably on these events and the Commission will support and encourage similar approaches in the future.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan. Members also attended the Saskatchewan Administrative Tribunals Association Conference and Annual General Meeting.
- During the year, Commission staff implemented a number of database changes and completed two software upgrades.
- The Commission continues to experience staff turnover with the departure of both the Appeal and Hearing Coordinators in the latter part of the year. As of year-end, one position had been filled on a temporary basis and the other was in the classification review process.
- At year-end, the Commission was pleased to learn that budgetary approval had been obtained to increase non-permanent members' per diem to $500.

2014-15 Planned Actions

- There are a number of Lean related activities that will carry forward into 2014-15. These include:
  - monitoring recommendations that have been implemented to ensure desired outcomes are realized and become part of the business culture (it is recognized approaches may need to be modified based on results or adapted to accommodate direction from the No-Fault Review project);
  - evaluating a Lean pilot project;
  - updating the Commission's communications materials, including the brochure, guidelines and fact sheets;
  - updating web-based materials;
  - measurement reports and related IT changes.
- In response to the recently announced review of the no-fault legislation in *The Automobile Accident Insurance Act*, develop and provide the Commission's perspective on no-fault public policy issues and potential legislative changes for consideration of the review committee. A Commission representative has been invited to join a stakeholder committee which will assist in the review process.
- The Commission will explore the possibility of engaging external resources to assist with undertaking longer term communications, web and IT related initiatives, including enhanced access and availability of electronic information for Commission members.
- Additional database upgrades and report enhancements are planned for implementation during the 2014-15 fiscal year.
- The Commission will conclude current staffing processes that should assist in stabilizing the Commission's staff situation.
- Support professional development initiatives that enable members and staff to continue to improve services and the quality of the appeal process experience for claimants.

Appeal Status Statistics

	2009-10	2010-11	2011-12	2012-13	2013-14
Comparative Activity Levels					
Appeal Files Opened	140	137	146	151	143
Appeal Files Closed Prior to Hearing	87	62	85	66	77
Hearing Held	254	345	231	98	111
Decisions Issued	42	52	64	33	51
Status of Appeal Files Opened in a Particular Year					
Appeal Files Opened	104	137	146	151	143
Less Closed Prior to Hearing	60	66	59	55	9
Less Decisions Issued	38	45	38	16	3
Outstanding*	6	26	49	80	131

** Includes files where decisions are outstanding, files that stand adjourned and files that are awaiting additional medical examinations or reports.*

Office of Residential Tenancies and Provincial Mediation Board

Office of Residential Tenancies

The Office of Residential Tenancies:

- adjudicates disputes between landlords and tenants in residential tenancies; and
- provides information to landlords and tenants about their rights and obligations.

Board Members

- Dale Beck, Director, Regina
- Douglas Jameson, Deputy Director, Regina
- Andrea M. Jorde, Deputy Director, Saskatoon
- Terry Hymers, Deputy Director, Saskatoon

Legislative and Budgetary Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The Office has jurisdiction under *The Condominium Property Act, 1993* to evict from condominium associations occupants who disturb other occupants; under *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked; and under *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2013-14 Budget: $1,397,000
FTEs: 16.1
Per Diem Hearing Officers: 12

2013-14 Actual Budget: $1,585,000

2014-15 Budget: $1,535,000
FTEs: 16.1
Per Diem Hearing Officers: 21

Miscellaneous operating pressures contributed to the variance of $188,000. A significant contributor was the cost of paying hearing officers to handle an increased volume of applications. Additionally, decisions of the Court of Queen's Bench have added to the writing time by requiring hearing officers to recite the facts in detail, and better explain the law and its application to the facts.

The reclassification of positions for staff assigned additional duties also contributed to budget pressures.

Progress in 2013-14

- *The Residential Tenancies Regulations, 2007* were amended in March 2014 to implement the following:
  - To make the rules for rent increases in mobile home parks consistent with the requirement of rent increases generally. Specifically, the period of notice was increased from six months to one year, unless the mobile home operator is a member of a recognized association of landlords.
  - After a landlord has provided notice of rent increase, if the landlord ceases to be a member of a prescribed association of landlords before the rent increase takes effect, the landlord is required

to extend the period of notice to 12 months and to notify the tenant of that fact.
    - To change the monetary jurisdiction of the Office from $10,000 to be the same as the monetary jurisdiction of the Small Claims Court (currently $20,000).
    - Allow notices to be sent to the Office by fax and email.
    - Allow hearing officers to make orders to reimburse successful applicants for the application fee.
    - Provide that writs of possession expire 30 days after being issued unless the hearing officer directs a different expiration date at the time of the hearing.
    - Update the standard conditions for tenancy agreements in accordance with recent changes to *The Residential Tenancies Act, 2006* and its Regulations.
- Landlords and tenants were informed of the changes through a subscription-based email distribution list. The website, which is a source of information for many landlords and tenants, was also updated. The Office continued work to update and expand its website to provide a good source of information for landlords and tenants.
- The Office continues to encourage landlords and tenants to solve problems directly. The Office emphasized good communication and direct solutions between landlords and tenants as a preferable solution to an application to the Office for adjudication.
- Staff who deal directly with the public are expected to have conflict resolution skills, or are provided those skills through training. Staff use these skills to encourage landlords and tenants to talk to each other and solve problems. Landlords and tenants are also encouraged to refer each other to the Office for information. Well informed landlords and tenants are better able to resolve problems directly.
- The number of hearings increased in 2013-14, reflecting a growing population and rental housing pressures. In addition, decisions of the Court of Queen's Bench on appeal from hearing officers have increasingly required detailed review of the facts and clear reasoning. This has increased the time required by hearing officers to write decisions, which is a cost to the office. In February 2014, eight additional hearing officers were appointed to address a backlog of applications awaiting hearings. As hearing officers are paid $425 for a hearing day, the cost of hearing officers is affected by the demand for hearings, not the number of hearing officers appointed. Additional hearing officers are useful to ensure availability whenever and wherever they are needed in the province and help to ensure timely hearings and decisions.
- There is a Client Service Supervisor in each of the Regina and Saskatoon offices. Staff who provide service to the public report to the client service supervisor. The Client Service Supervisors are learning metrics to measure client service and using those measures to identify areas for improvement and monitor the effect of implemented changes.
- The Office continues to encourage the adoption of email communication between landlords and tenants as permitted by *The Electronic Information and Documents Act, 2000*. Electronic communication offers significant efficiencies for landlords and tenants, and produces a written record of communication that may be important evidence during hearings.
- The Office continuously reviews the forms approved for use by landlords and tenants to simplify and clarify the language, to permit the data typed into the forms to be saved and to simplify printing of the completed document.

2014-15 Goals and Objectives

- The Office will investigate the use/implementation of case management software. Increased use of electronic databases and call centre technology enables staff to access files and take telephone calls from either office location. This will enable the Office to deliver a high level of customer service province-wide, even when short-staffed in one of the locations.
- The Office will continue to look for efficiencies in its systems and practices. The implementation of case management software will convert current paper filing systems to electronic files. Electronic files can be immediately accessed by all staff in both locations. It will significantly improve file management and efficiency. Implementation has been delayed to obtain funding and minimize the risk of implementation problems.
- The Office will continue to simplify and improve the forms approved for use by landlords and tenants. On forms that serve multiple purposes, only the relevant wording suitable for the users' specific purpose will appear; wording not relevant to that purpose will be omitted.
- The Office will continue to improve its website so that the language is simple and the information is readily accessible.
- The Office will continue to promote and encourage electronic communication and service of documents, and to update its forms to support these changes.

Office of Residential Tenancies – Statistics

The Office of Residential Tenancies uses dated case management software developed in the mid 1990s. As a result, the Office's ability to retrieve accurate statistics is somewhat limited. For example, the software will provide different statistics for the same time period depending on the method used to enter dates. The table below shows statistics for the last six fiscal years using a consistent methodology for retrieving data for each fiscal year. Inconsistent methods of obtaining statistics in past years are believed to have resulted in the double counting of some applications during those years.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Total Applications Received	10,668*	7,557*	6,769	6,719	6,388	7,376
Landlord Applications	7,427	6,647	5,562	5,306	5,186	5,860
Tenant Applications	854	910	1,207	1,205	1,202	1,516
Fees	$269,642	$190,935	$273,520**	$270,750	$251,500	$286,300

** Legislative change to eliminate an application for every claim on a security deposit and facilitate direct resolution was effective June 1, 2009 and resulted in ~30 per cent reduction in applications.*

*** Fee change from $30 to $50 per application.*

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Municipal Tax Enforcement
- Mortgage Foreclosures
- Debt Counselling

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of tax arrears, or defaults on payment, the Board grants its consent to the municipality to take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board contacts the mortgagee by mail to offer its services. If contacted by the mortgagor, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court.

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both Regina and Saskatoon offices to access files and shared information. This improves service to the public by ensuring that a prompt response to inquiries can be made from either office.

Debt Counselling

The number of people assisted by personal debt repayment plans and budget counselling has declined significantly in recent years. Since the middle of the last decade, the number of active files has dropped from approximately 600 to 100. The money recovered for creditors has dropped from nearly $2 million annually to less than $250,000 in the year the program was discontinued.

A not-for-profit agency, Credit Counseling Society (CCS), has offered free credit counselling services in Saskatchewan for several years. Initially services were only offered by telephone, but in November 2011, CCS opened an office in Regina. In 2012, the Board reviewed its debt counselling program in this changing environment. The Board considered the credit counselling services offered by CCS to be accessible and effective. The Board did not consider it to be necessary or desirable to duplicate those services, and accordingly discontinued its credit counselling service in May 2012. Inquiries are now referred to CCS. The Board continues to administer 55 files opened under the Orderly Payment of Debt provisions of *The Bankruptcy and Insolvency Act*. These files will remain under administration, and some may take several years to conclude.

CCS is based in British Columbia, where it has 11 offices. It now has six offices in the prairie provinces and four in Ontario. CCS is increasing its profile in the community, on the internet, and through advertising that includes television commercials.

Board Members

- Dale Beck, Chair, Regina
- Andrea M. Jorde, Saskatoon
- Douglas Jameson, Regina

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2000*
- *The Bankruptcy and Insolvency Act (federal)*
- *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

	2011-12	2012-13	2013-14
Debt Repayment Files Opened	25	6	0
Files Active at Year End	101	66	55
Payments Received from Debtors for Creditors (thousands)	$342	$250	$143
Administrative Levy for Province from Debt Mediation (thousands)	$51	$35	$24
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	688	621	618
Tax Enforcement Files Opened	571	511	649
Tax Enforcement Fees Received in Year	$14,240	$13,620	$16,700

Appendix C: Revolving Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund (Prism Industries) operates under the authority of section 108 of *The Correctional Services Act*. Its purpose is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills, and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the revolving fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund.

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	Actual	Variance Over/(Under)	Notes
Revenue	710	594	(116)	1
Cost of Goods Sold	677	533	(144)	2
Gross Profit	33	61	28	
Overhead Expenses	54	39	(15)	
SURPLUS FROM OPERATIONS	(21)	22	43	
Other Income	–	–	–	
Subsidy from GRF	–	–	–	3
Annual Surplus	**(21)**	**22**	**43**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Lower than expected sales.
2. Decrease in cost of goods sold as a result of lower sales.
3. Subsidy from GRF not required in 2013-14

Audited financial statements are available at: http://www.finance.go.sk.ca/public-accounts/.

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009* to:

- receive all revenue related to the sale of property forfeited to the Crown under the Act and Regulations;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*;
- offset the costs related to bringing forward applications for forfeiture order and managing and selling forfeited assets; and
- use surplus funds to benefit victims of crime and enhance police operations.

2013-14 Goals and Objectives

Utilize monies, generated by the seizure of criminal property and that exceed the costs of administration, to benefit victims of crime and enhance police operations. In 2013-14 work towards these goals was done by:

- establishing processes and procedures to enforce the Act and Regulations; and
- working with other stakeholders to implement established processes and procedures.

2013-14 Activities and Results

- Officials with the Criminal Property Forfeiture Fund and the Ministry's Civil Law Division continue to review and amend established processes and procedures to enforce the Act and Regulations.
- The Director of Seizure of Criminal Property within Corrections and Policing continues to help communicate the processes and procedures to policing agencies. This position also plays a fundamental role in working with policing agencies and the Ministry's Safer Communities and Neighbourhoods investigation units in obtaining the information required to bring forward files to make applications for forfeiture order.
- For the period of April 1, 2013 to March 31, 2014, the courts decided 27 of 28 forfeiture applications in the Director's favour.
- For the period of April 1, 2013 to March 31, 2014, the Fund received $370,676.00 in forfeitures. Of this, $343,763.00 was from cash seizures.
- Of the total amount received, $366,540.00 was from 25 of the 27 successful applications mentioned above. This includes cash, property and expense reimbursements awarded to the Crown. From the two remaining forfeiture orders granted, $96,386.20 has not yet been received for deposit.
- The remaining $4,136.00 of the total received forfeitures consists of a single instance of property forfeited to the Crown pursuant to section 490.1 of the *Criminal Code*.
- In 2013-14, there were two property forfeitures for a total of $10,600.00 to the Crown pursuant to section 186 of *The Traffic Safety Act*.

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, Regulations and other government legislative publications, including:

- The Saskatchewan Gazette;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court for the Court of Queen's Bench and the Court of Appeal;
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printers Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund so it can provide free access to all current electronic publications at the www.qp.gov.sk.ca (Freelaw®) and www.publications.gov.sk.ca (Publications Centre).

The main users of paper and electronic publications include:

- municipal, provincial and federal governments;
- law offices;
- colleges and universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- businesses and corporate entities.

Sales have risen in the last year. Efficiencies in on-demand printing with existing equipment have kept cost of goods sold low. The Fund has decreased its reliance on the General Revenue Fund considerably, with the goal of eliminating this reliance completely in the future.

Queen's Printer Financial Summary

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Actual (unaudited)
Revenue	$ 849,069	$ 826,226	$ 861,135	$ 881,039	$ 868,000	$ 1,039,276
Expenditures:						
Cost of Goods Sold	$ 301,405	$ 241,147	$ 258,363	$ 258,793	$ 260,000	$ 270,162
Gross Profit/(Loss)	$ 547,664	$ 585,079	$ 602,772	$ 622,246	$ 608,000	$ 769,114
Administrative Expenses	$ 616,285	$ 678,824	$ 715,426	$ 719,983	$ 705,000	$ 862,368
Net Profit/(Loss)	$ (68,621)	$ (93,745)	$ (112,654)	$ (97,737)	$ (97,000)	$ (93,254)
GRF Subsidy	$ 75,000	$ 83,000	$ 92,000	$ 97,000	$ 97,000	$ 95,000
Net Profit/(Loss) After Subsidy	**$ 6,379**	**$ (10,745)**	**$ (20,654)**	**$ (737)**	**$ 0**	**$ 1,746**

2013-14 Goals and Objectives

- Add more edited historical legislation to current information on Freelaw® (online source for all current Government of Saskatchewan legislation).
- Incorporate online form submission and payment into the Publications Centre.
- Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Promote and sponsor various related professional agencies by preparing materials for national meetings and professional development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices.
- Support the Government's Lean initiatives.
- Support the Government's new website by working with ministries on organizing and cataloguing publications.
- Complete design of new Queen's Printer website and ensure it is compatible with the new Government of Saskatchewan website.

2013-14 Activities and Results

- Added historical legislation, Order in Council (OC) summaries and point-in-time consolidations to Freelaw®:
  - Posting to the Publications Centre occurs daily and hundreds of thousands of pages of legislation are currently being prepared for posting. Statute revision volumes from 1920, 1930, 1940, 1953, 1965 and 1978 have been edited and posted to Freelaw®. Final editing is ongoing. All OC summaries continue to be posted on a weekly basis.
  - Point-in-time consolidations continued to be added to Freelaw®.
  - Historical gazettes continue to be digitized and posted to the Internet.
- Prepared Uniform Law Conference of Canada (ULCC) annual proceedings and worked with ULCC to digitize and post to historical ULCC proceedings on the internet.
- Discontinued hosting the Law Reform Commission of Saskatchewan's website, but worked with the Commission on the transfer to its new hosting service provider. The Queen's Printer continues to support the Commission by scanning documents and providing print and distribution services.
- Provided presentations to Government of Saskatchewan ministry executives on document management and online services offered by the Queen's Printer to foster better use of existing government resources and support the new Government of Saskatchewan website.

- Marketed the Publications Centre, including Freelaw®, through attendance at conferences and trade shows. Provided sponsorship for related agencies and non-profit corporations through promotional materials.
- Continued to work with the Public Legal Education Association of Saskatchewan (PLEA) to develop and test website for self-represented litigants.
- Reviewed price structure and added shipping charges to orders to maintain cost recovery mandate.
- Lean: Designed online forms for Office of Residential Tenancies, e-Health and the Ministry of Agriculture; e-published paper-based documents for the ministries of Agriculture, Labour and Environment; and started projects with the ministries of Advanced Education and Highways.
- Completed the first of three phases (design and architecture) to develop the Queen's Printer website on the new Government of Saskatchewan web platform. This project will eliminate the risk of non-support on the current 20-year-old Queen's Printer web platform.

Queen's Printer Subscription Statistics

Publication/Service	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual
Statutes of Saskatchewan Bound Volume	204	198	196	177	160	154	136	131
The Saskatchewan Gazette	287	273	261	232	218	203	179	154
Loose-leaf Statutes	328	320	305	287	261	252	216	189
Loose-leaf Regulations	106	103	100	92	87	79	70	65
Separate Chapters	86	53	74	62	60	59	50	47
Tables	221	211	195	185	173	161	142	127
Rules of Court (English/French)	417/0	361/1	359/1	344/2	327/2	321/5	314/5	292/5
Loose-leaf Rural Municipality	250	249	224	216	208	196	186	178
Loose-leaf Urban Municipality	308	308	292	278	258	225	214	186

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Victims of criminal acts that have been reported to police, and who therefore have come to the attention of the justice system, are the first priority of the program. Services for victims of crimes that have not been reported, as well as for individuals who are at risk of becoming victims, are also supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- programming to prevent victimization.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. The Declaration of Principles Respecting the Treatment of Victims of Crime, included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2013-14 Goals and Objectives

- Complete the province-wide expansion of police-based victim services programming to all police jurisdictions.
- Implement a new Police-based Victim Services Program for northern Saskatchewan with an improved model for administration and service delivery.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based victim services programs.
- Complete the review of the Victims Compensation Program and make recommendations for amendments as necessary.
- Continue to improve responses to families of missing persons by supporting direct services, training for victim services program staff and development of specialized counselling and/or support groups for families.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- Execute and support the development and delivery of training and education activities for victim services and other criminal justice system personnel regarding the needs of victims and appropriate responses to those needs.

2013-14 Activities and Results

Financial Management/Administration

Revenue in 2013-14 was over budget by $3.8 million, due mainly to:

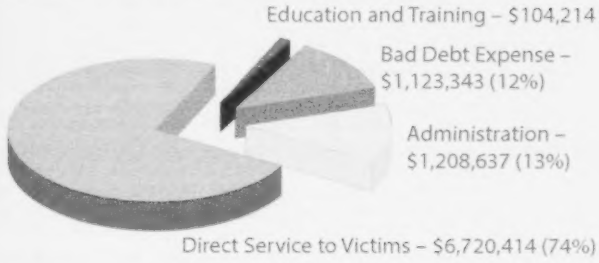
- increased federal victim surcharge revenue resulting from *Criminal Code* amendments that took effect October 23, 2013;
- higher than anticipated interest revenue;
- increased imposition and collection of provincial and federal surcharges; and
- seized proceeds of crime.

Revenue includes surcharges, surcharge receivables, General Revenue Fund transfers, federal project funding, federal proceeds of crime, and other miscellaneous revenue. Program expenditures were under budget as the police-based victim services expansion was not yet fully rolled out. Total expenditures were over budget by $174,000 due to accounting for a bad debt expense of $1.1 million. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2014.

Victims' Fund Revenue and Expenditures

Victims' Fund (000's)	2013-14 Budget	2013-14 Actual (unaudited)
Revenue	$ 6,800	$10,562
Expenditures	$ 8,983	$ 9,157

Victims Services
2013-14 Actual Expenditures – Unaudited

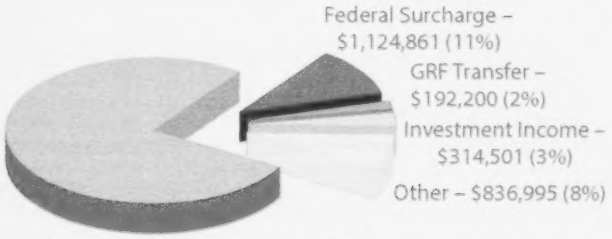

Education and Training – $104,214 (1%)
Bad Debt Expense – $1,123,343 (12%)
Administration – $1,208,637 (13%)
Direct Service to Victims – $6,720,414 (74%)

Total Expenditures – $9,156,608

Victims Services
2013-14 Actual Expenditures (%) – Unaudited

Children Exposed to Violence – 6%
Administration – 13%
Aboriginal Family Violence – 6%
Domestic Violence Court Programs – 5%
Compensation – 5%
Victim/Witness – 7%
Restitution – 3%
Education & Training – 1%
Research, Evaluation & Prevention – 1%
Crisis Intervention – 41%
Bad Debt Expense – 12%

Victims Services
2013-14 Actual Revenue – Unaudited


Federal Surcharge – $1,124,861 (11%)
GRF Transfer – $192,200 (2%)
Investment Income – $314,501 (3%)
Other – $836,995 (8%)
Provincial Surcharge – $8,093,648 (76%)

Total Revenue – $10,562,005

2013-14 Activities and Results (cont)

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund to maximize revenue.
- Obtained approval for a collective $493,000 in project funding from Justice Canada's Victims Fund for the following projects: Victims Services for Families of Missing Persons; Northern Program Model; and Victims Services Training/Policy Manager and Collaboration.
- Worked with specific programs to provide advice on management and financial issues.
- Administered federal proceeds of crime (POC) monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities, upon approval of the POC Committee.

Victims Services Staffing

Total FTE Establishment	
Administration	7.0
Compensation	2.0
Restitution	4.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
TOTAL FTEs	**20.5**

Police-based Victim Services

- Managed ongoing funding agreements with 14 community agencies and municipal police services to ensure services are available to victims of crime. Included under these agreements are 14 Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams.
- Fully implemented a new program model for police-based victim services in the north on April 1, 2013 that merged five Police-based Victim Services programs into one new program, North Sask Victim Services Inc. Service delivery continued in the eight RCMP detachments previously covered by the five programs and the existing organizations were assisted with winding down and/or transitioning service delivery to the new program.
- Began to implement a plan to expand police-based victim services to the remaining 34 police jurisdictions in the province. Services were implemented in 11 police jurisdictions through expansion of existing programs in 2013-14. Work progressed on plans for expansion to the remaining 23 jurisdictions, which will begin receiving services in 2014-15.
- During National Victims of Crime Awareness Week, recognized the nearly 300 volunteers who assist in providing services to victims of crime through police-based programs. Special recognition was provided to 10, 15 and 20 year volunteers.

Specialized Victim Services

- Managed ongoing funding for seven specialized victim services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Resource Officer programs within police-based victim services, and six Aboriginal Family Violence programs.

Supports for Families of Missing Persons

- Managed funding for three Missing Persons Liaison positions in the urban Police-based Victim Services programs in Prince Albert, Regina and Saskatoon. Services were provided to families in the three cities. Training and advice were provided to all other police-based victim services in the province. Supported the coordination of services and initiatives between the Missing Persons Liaison positions and the Provincial Partnership Committee on Missing Persons (PPCMP).
- Provided funding to the Greystone Bereavement Centre to identify ongoing needs related to the delivery of specialized support services for families of missing persons, and to develop a model for specialized counselling and/or support groups.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs. Enhanced the program in the Buffalo Narrows region by providing funds to increase the half-time position to full-time.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Supported two new Victim/Witness Services offices in Meadow Lake and North Battleford to become fully operational in delivering court orientation and support services to children and other vulnerable witnesses required to testify in court.

Victims Compensation Program

- Provided compensation payments totalling $464,030 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications from 380 victims in 2013-14.
- Completed a review of the Victims Compensation Program. *The Victims of Crime Regulations, 1997* were amended to add new offences for which an application for victims compensation may be made, including offences related to child pornography and human trafficking. Developed proposals for further program enhancements for consideration in 2014-15.
- Began development of a new electronic customer relationship management system to better manage Victims Compensation case information and improve reporting capabilities.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders, advised victims of available civil enforcement measures and processes, and trained criminal justice system professionals. The program monitored 980 new restitution files on behalf of 1,208 victims in 2013-14, either directly through the Restitution Coordinator or in conjunction with Probation Services.
- Continued to assist the Restitution Civil Enforcement Program (Fine Collection Branch) by providing information on eligible restitution files to ensure the civil enforcement process was started in a timely manner.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Children	36	54	52	65	78	94	101	132	146
Teens	60	61	71	209	202	221	269	263	292
Adults	42	86	148	319	356	459	361	442	607
Total	**138**	**201**	**271**	**593**	**636**	**774**	**731**	**837**	**1,045**

Victims Compensation Statistics

	2009-10	2010-11	2011-12	2012-13	2013-14
Applications Received	486	428	434	438	389
Applications Approved	449	397	416	414	380
Applications Denied	37	31	18	24	9
Total Amount Awarded	**$375,325**	**$367,427**	**$379,319**	**$478,969**	**$464,030**

Education and Training

- Provided training to 35 staff of Police-based Victim Services, Aboriginal Resource Officer, Domestic Violence Victim Services, and Children Exposed to Violence programs on the micro-dynamics of domestic violence and domestic homicide, and the impact on adult and child victims. A session on the same topic was simultaneously provided to 12 staff associated with the Saskatoon Domestic Violence Court and 80 online participants from various ministries and community-based organizations across the province.
- Supported the delivery of four regional training workshops for police-based victim services staff on the needs of families of missing persons and how to support them.
- Contracted with SIAST Wascana Campus and assisted in delivering the tenth course of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs. In order to accommodate the large number of new program staff from the north, the eleventh course was arranged with SIAST Woodland Campus in Prince Albert, with the first module delivered in March 2014. In addition, continued to contribute subject matter expertise to the delivery of SIAST's 12-week Victim Services Coordination applied certificate program.
- Provided Ontario Domestic Assault Risk Assessment (ODARA) certification training, refresher training and follow-up support for victim services program staff and Domestic Violence Court programs, including facilitation of two certification training sessions and refresher training for all victim services, Domestic Violence Court and Victim/Witness Services staff. Worked in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities.
- Delivered nine training sessions on *The Victims of Domestic Violence Act* and roles and responsibilities for municipal police officers, three sessions for members of RCMP "F" Division and individual sessions for the three Mobile Crisis Services staff. Delivered two half-day sessions to 270 students in the Faculty of Nursing, University of Saskatchewan, regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse.
- Delivered a two-day training session for staff of Police-based Victim Services and Domestic Violence Victim Services (DVVS) programs as part of a three-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services and RCMP "F" Division.
- Delivered a two-day training session for staff and managers of Saskatchewan's nine Children Exposed to Violence programs, as well as a one-day training session for the five DVVS programs.
- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, with a focus on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership. Helped one Police-based Victim Services Board develop and implement a comprehensive policy governance model, provided governance training to an additional five boards and continued to provide guidance and planning support to the new board in the north.
- Delivered a plenary presentation on victims and public confidence in the criminal justice system at the Re-Inventing Criminal Justice National Symposium in Ottawa, Ontario. Delivered presentations on the needs of victims and available services to: Victims Services funded agencies; various groups of criminal justice system personnel, including police recruits and Corrections staff; and other conferences and workshops.
- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week 2013 to raise awareness of the needs of victims and inform the public about available services. Delivered an educational session on "Understanding Grief" to 30 Ministry of Justice employees. Began planning for the next annual week to be held in April 2014.

- As part of the PPCMP, participated in planning and organizing the first annual Missing Persons Week in Saskatchewan to raise awareness about missing persons' issues and the needs of families of missing persons.
- Distributed over 12,000 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- In response to federal government initiatives related to victims of crime:
  - Provided input to consultations on proposed amendments to the *Royal Canadian Mounted Police Regulations, 1988* in support of RCMP referral of victims to victim services programs. When amendments are finalized, *Saskatchewan's Victims of Crime Act, 1995* and *Victims of Crime Regulations, 1997* will be reviewed to determine if changes are needed.
  - Examined the *Criminal Code* amendments respecting the federal victims surcharge and provided input to understand impacts on various components of the criminal justice system in Saskatchewan.
  - Provided input to consultations on a proposed *Canadian Victims Bill of Rights*.
  - Participated in a forum hosted by the Federal Ombudsman for Victims of Crime.
- Met regularly with RCMP "F" Division and representatives of the Saskatchewan Association of Police Affiliated Victim Services to discuss and address issues of mutual concern.
- Participated as a member of the PPCMP, and on interministry committees related to interpersonal violence and abuse issues.
- Represented Saskatchewan at a meeting of the Federal/Provincial/Territorial Working Group on Victims Issues and participated in its ongoing work.
- Joined the Prairie Region Victim Advisory Council (Correctional Service Canada and Parole Board of Canada) as the provincial-territorial government representative.
- Served as Chair of the Prairieaction Foundation, which raises funds for community-based research into the causes of and solutions to interpersonal violence and abuse.
- Provided financial support to SAPAVS to assist with administrative expenses.
- Supported the Ministry's Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.

Research and Evaluation

- Began a review of *The Victims of Domestic Violence Act* and Regulations to determine if any enhancements should be recommended.
- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Supported the Strategic Initiatives and Program Support Branch's work to administer:
  - an ongoing client satisfaction survey in Police-based Victim Services programs. The results of this survey are included in the Progress in 2013-14 section of the Ministry's Annual Report; and
  - an ongoing satisfaction survey of clients of the Victims Compensation Program.

Appendix D: Key Contact Information

Access and Privacy
1874 Scarth Street, Room 1020
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
Email: accessprivacyjustice@gov.sk.ca

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Web Site: www.courtworker.com

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Custody, Supervision and Rehabilitative Services
Phone: (306) 787-8958 Fax: (306) 787-0676

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meoinquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Freedom of Information and Privacy
Mailing Address: 510-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone (306) 798-0222 Fax: (306) 798-9007

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: (306)-373-2119
Toll-free: 1-800-667-9249 (Saskatchewan only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K OB8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies

Toll-free Numbers (Saskatchewan only)
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Regina Office
2151 Scarth St, Room 120
Regina, SK S4P 2H8
Phone: (306) 787-2699 Fax: (306) 787-5574

A drop box is located at the front door

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: (306) 933-5680 Fax: (306) 933-7030

A drop box is located outside the office on the 22nd Street side

Provincial Mediation Board

Toll-free Numbers (Saskatchewan only)
Phone: 1-877-787-5408 (Regina)
Phone: 1-888-215-2222 (Saskatoon)
Fax: 1-888-867-7776

Regina Office
2151 Scarth Street, Room 120
Regina, SK S4P 2H8

- *Debt Management, Credit Counseling and Property Tax Enforcement Inquiries*
  Phone: (306) 787-5387 Fax: (306) 787-5574

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6

- *Debt Management and Credit Counseling Inquiries:*
  Phone: (306) 933-6520 Fax: (306) 933-7030

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: 787-5065
Toll-free: 1-877-787-5424
Email: pgt@gov.sk.ca
Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Safer Communities and Enforcement Services (SCES)
Toll-free (Saskatchewan only): 1-866-517-2337
Regina: (306) 798-9146 Fax: (306) 798-7700
Saskatoon: (855) 933-6411 Fax: (306) 933-8392

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857

Vehicle Impoundment Against Sexual Exploitation (VISE)
Phone: (306) 787-9713 Fax: (306) 787-8084